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# USAID'S PROGRAM IN UGANDA

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## ACHIEVING RESULTS



SUSTAINABLE AND EQUITABLE IMPROVEMENT  
IN THE STANDARD OF LIVING

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## **FY 2001 RESULTS REVIEW AND RESOURCE REQUEST**

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## **Please Note:**

The attached FY 2001 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:

USAID Development Experience Clearinghouse  
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United States  
Agency for  
International  
Development

## **MEMORANDUM TO THE ASSISTANT ADMINISTRATOR FOR AFRICA**

FROM : Dawn Liberi, Mission Director, USAID Uganda

SUBJECT: **USAID/Uganda's FY 2001 Results Review and Resource Request**

I am pleased to submit USAID Uganda's FY 2001 R4 which demonstrates our commitment to managing for results. We have achieved considerable progress over the past year. However, we have also been faced with a number of constraints. Our greatest challenges are economic and political issues endemic to this region of Africa. This past year has also witnessed an increase in issues such as terrorism, that have made our work environment more difficult. Our R4 provides the justification for two **additional USDH staff (DG and PHN), switching of the USDH PDO position to a USDH economist, and resources** to make security enhancements. Both of the additional USDH positions are necessary to meet expanded program activities. In the democracy and governance sector, we are beginning implementation of new decentralization activities in eight districts in Uganda that will significantly stretch our current staffing capacity. Political developments in Uganda are also heating up with corruption and the 2000 referendum taking front seat. In the health/population sector, we are expanding our child survival, nutrition, and maternal health activities in the 15 USAID-active districts and increasing our capacity to impact the health sector at the national policy level.

The economist position will provide the Mission with high quality economic analysis capability which will help strengthen our trade and investment and financial markets interventions and macro economic dialogue with the Government of Uganda. The IMF's recently announced delay of Uganda's ESAF installment -- the first time in 6 years -- will be further reviewed in May. The Fund noted that overspending, particularly on defense, arrearages, a troubled banking system, and corruption has eroded confidence in Uganda, although the country's general macroeconomic performance is strong. The Government of Uganda has indicated that this is a temporary setback; however, the Mission must be in a position to monitor this situation on a continuous basis. Given the strong donor statement made at the December 1998 Consultative Group Meeting held in Kampala concerning these economic developments, USAID must have the capacity to be a lead player in these sectors.

I would also like to raise a number of other issues with you that impact on our program:

- **Security.** Regional and domestic insecurity has become all too frequent over the past year. Combined with the added impact of potential terrorist threats against USG facilities in Kampala, it is remarkable that we have continued to turn in a high performance given the

work disruption by constant closings. USAID was closed a total of 32 days, more than 10% of total work days for the calendar year. USAID and other USG agencies have instituted security measures and procedures to manage the potential threats and proactively address emerging issues. We have also begun to strengthen the USAID facilities to discourage and to decrease potential impact of terrorist acts against our buildings. We are requesting \$800,000 in FY 1999 supplemental funds for security improvements recommended by IG/SEC and telecommunications improvements recommended by IRM. Fortunately, our contractors and grantees are considerably less affected than the U.S. Mission and are able to continue working in the field. Obviously, implementation of our new Special Objective, which is targeted at strife-torn Northern Uganda, is dependent on reasonable levels of security.

- ***Non-Project Assistance (NPA).*** NPA is needed in the education sector to address ongoing constraints and assist in completing the policy reform process. USAID's continued leadership and influence is reaping benefits by leveraging additional donor resources to help improve the quality of primary education. We encourage the Bureau to continue supporting our requirements for NPA.
- ***Title II Program.*** The Mission manages a successful and productive Title II program. We are currently managing 4 active USPVOs (ACDI/VOCA, Africare, TechnoServe, and World Vision), and maintain limited management responsibility for a fifth (World Food Program). Given the complexity and spread of our program, we have reached the limit of our management capability. However, we are aware that other potential cooperating sponsors (CS) are submitting development assistance proposals for Uganda, and we were informed recently that implementation of Title II will be decentralized from USAID/W/BHR to the field. Management of an additional CS and greater management responsibility, if realized, will require supplemental staff. We plan to raise this issue directly with BHR/FFP.
- ***Management Contract.*** USAID Uganda's management contract remains valid. We have not revised results frameworks for any of the strategic objectives. We have, however, revised the top-level indicators for the Special Objective (see narrative) to more accurately reflect USAID's potential impact.
- ***Presidential Pledges.*** The Mission is owed \$1 million in DCOF for formerly abducted children, \$250,000 in GHAI funding for conflict resolution activities, and \$100,000 for the GHAI coordinator for the new Special Objective. Pledged last year by President Clinton, we anticipate that these funds will be made available in FY 1999. Further, the Mission is also owed \$700,000 to fully fund a \$2 million endowment for the Lacor Hospital based in strife-torn Northern Uganda, also announced by the President. These funds are also required in FY 1999.
- ***Environmental Conservation.*** The Mission is owed \$4 million under our environmental conservation strategic objective. The funds were inadvertently omitted by USAID/W in our FY 1998 OYB. We anticipate that these funds will be restored over the next two fiscal years.

We encourage the Bureau to liaise with the Mission for clarification of any of these issues, or those identified in the R4. We also invite the Bureau to visit Uganda and participate in our next Semi Annual Portfolio Review, scheduled for October 1999.

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**FOR THE UGANDA 2001 RESULTS REVIEW AND RESOURCE REQUEST (R4)**

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**NOTE:** The attached results information is from the FY 2001 Results Review and Resource Request (R4) for Uganda and was assembled and analyzed by USAID/Uganda. The R4 is a “pre-decisional” USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Dawn Liberi, USAID/Uganda. Related document information can be obtained from:

USAID Development Experience Clearinghouse  
1611 N. Kent St., Suite 200  
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## ***PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE***

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***SUMMARY PROGRESS, COUNTRY FACTORS AND SIGNIFICANT CHANGES***

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**Strategic Plan Summary Progress:** The Mission has approached the half-way mark in implementing the current five-year Country Strategic Plan (1997-2001). A recent Semi-annual Portfolio Review and this Results Review confirm that the Country Strategic Plan remains valid and is on target. Overall, the Mission program contributes strongly to the Strategy Goal of “Sustainable and Equitable Improvements in the Standard of Living.” This goal is consistent with the Mission Performance Plan’s goal of broad-based growth, democracy and global issues, among others. Taken as a whole, the USAID program in Uganda constitutes a powerful force for economic and social development. Major highlights of the Mission’s accomplishments in 1998 include:

- ***Economic Growth.*** Major productivity increases in commercial food crops, creating lucrative new export markets, and helping to make microfinance available to thousands of entrepreneurs and farmers. During the year USAID’s program helped over 65,000 rural entrepreneurs invest in their businesses, a highly impressive rate of growth that testifies to the continuing strength of Uganda’s rural economy as well as the commitment and high performance of our partner institutions. USAID’s introduction and dissemination of mosaic-resistant varieties raised cassava production from 1,000 MT in 1997 to 42,000 MT in 1998. Production improvements of this magnitude have a substantial direct impact on food security at both the household and national levels.
- ***Biodiversity Conservation.*** Strengthening the sustainable management of Uganda’s biodiversity resources -- 22 ecosystems (parks and reserves). Ten ecosystems are now managed rationally and revenue from tourism has increased despite decreased tourist arrivals. Biodiversity within areas with management plans appears to be stable and or recovering, such as elephant populations in USAID-targeted conservation areas.
- ***Primary Education.*** Enhanced educational quality nationwide, while the number of children under instruction doubled. USAID’s policy dialogue and donor coordination was a major factor in the GOU’s decision to increase the percentage of the recurrent budget for education from 9% to 33%, of which 62% was for primary education. Student completion rates stabilized in 1998 despite added strains on the system.
- ***Reproductive Health.*** Continued significant impact on the reduction of new HIV/AIDS infections, particularly among young adults. Contraceptive prevalence rates in USAID-active districts (20%) significantly exceeded national rates (estimated to be 12%), and USAID funded activities helped build the infrastructure for increased use of longer-lasting contraceptive methods.
- ***Democracy/Governance.*** Although USAID’s parliamentary activities began in October 1998, it was clear in 1998 that Parliament had assumed an aggressive watchdog role over the



executive branch and established an environment for oversight in Uganda. USAID's assistance helped make significant progress in re-codifying the Laws of Uganda, last codified in 1964.

- ***Special Objective: Northern Uganda.*** The Mission authorized a new activity to help reintegrate Northern Uganda into the national polity and economy. Through this SpO, USAID/Uganda will address the diverse needs of refugees, internally displaced persons, abducted children, impoverished households, and strife-torn communities, to help set the stage for stability and growth.

In FY 2001, USAID/Uganda anticipates sustained program impact at high levels in each of our Strategic/Special Objectives. We will take some important steps, outlined in this R4, in FY 1999 and FY 2000 to set the stage for even greater results in trade and investment and reproductive health.

### **Country Factors and Significant Changes:**

***Macroeconomic Performance and Fiscal Management.*** During 1998, Uganda continued to turn in a **strong growth performance** underpinned by sound fiscal management. Real GDP rose by 5.5% in 1997/98, while consumer price inflation declined from 10.6% in January 1998 to -2.4% in September. Fiscal revenues at 11.4% of GDP are slightly below IMF program targets. Income tax and VAT revenues benefited from aggressive collection. Expenditures were somewhat higher than program targets, and the overall fiscal deficit (excluding grants) was 6.4% of GDP against a target of 5.8%. In recent months military expenditures associated principally with the Congo war have escalated. Additionally, a number of line ministry expenditures are above approved levels. These events have resulted in **a failure to meet interim IMF spending targets**. Although corrective actions are underway, and the IMF will be taking a further look at public expenditure in May of 1999, there is a possibility that Uganda has entered a period in which adherence to ESAF performance targets will be delayed. A number of **important fiscal measures were implemented** in 1997/98, including an overhaul of the Uganda Revenue Authority, reductions in petroleum excises, cessation of tax holidays, and a new Income Tax Act. Progress was made in trade reform, including reduction in maximum tariffs, elimination of import bans, and reduction of selective excise taxes. Although performance has improved over previous years, delays in improving tax and customs administration still hinder both compliance and revenue collection. Interest rates, which are market determined, remain at about 22% for borrowers, with the spread between lending and deposit rates fairly high, about 9 percentage points.

Three additional topics bear directly on the environment for investment and growth. Uganda's **banking system** presents a mixed picture. A handful of large, well-established banks account for the bulk of deposits. Some smaller banks are falling short of capital requirements, stemming from problems of poor loan documentation, inadequate provisioning, insufficient risk assessment capacity, internal fraud, and other management weaknesses. Financial services are highly concentrated in a few urban places, and the weak financial sector remains a serious constraint to investment. USAID is conducting an evaluation of the troubled Cooperative Bank to support sustainability of the bank and to develop an exit strategy. Uganda's **privatization program** was

suspended by Parliament in mid-August amid charges of corruption and lack of transparency. Although the program has since resumed, it is jeopardized by a lack of a political consensus on divestiture, the complexity of the approval process, and continued allegations of impropriety. Finally, there remain a large number of **“second-tier” regulatory and procedural issues** that inhibit trade and investment, commercial agricultural development, and private sector business growth. These constraints individually are manageable, but collectively constitute a serious drag on economic growth. USAID is assessing the environment for a more aggressive approach to trade and investment. The Mission will launch this effort by submitting a proposal for the African Trade and Investment Program (ATRIPS).

***Political Developments.*** Political discourse in Uganda is increasingly dominated by the upcoming Year **2000 Referendum**. Uganda’s citizens will choose either to continue the National Resistance Movement’s (NRM) “non-party” or “movementist” political system, or shift to a multi-party political system. There is concern that the Referendum may be neither free nor fair, with varying degrees of manipulation or harassment leading to the continuation of NRM rule. There is further concern that no matter what the outcome may be, the legitimacy of the result will be questioned by substantial numbers of Ugandan citizens, and may provoke violence among some. **Official corruption** remains a serious problem. The December 1998 Consultative Group meetings, held in Kampala, witnessed an unprecedented and very clear statement from the donor community that official corruption is becoming a substantial impediment to Uganda’s future. The GOU was asked to develop an action plan for tackling and reducing corruption. Parliament has taken an energetic role in identifying and investigating corrupt practices, which the media publicize relentlessly. A watchdog ethics and anti-corruption office has been established within the government at Ministerial level, with responsibility for tackling corruption. The President has made forceful pronouncements on the issue. Despite these efforts, corruption remains a serious concern, eroding the credibility of the GOU as a development partner, and reducing confidence in the ability of the government to manage its resources well.

***Security and Political Violence.*** The environment for development in Uganda has been affected in recent months by insecurity and acts of violence. These difficult circumstances have their roots in a complex interplay among domestic political issues and regional relationships. The northern districts of the country have been unsettled for some time. Some of this is due to Ugandan support of Sudanese rebels, some due to local grievances, some due to Sudanese support of Ugandan rebels, and some due to patterns of cattle-raiding and banditry that have remained unchanged for generations. Although the far northwest (Arua, West Nile) is quiet, there is continued sporadic violence in Gulu and Kitgum, and continued abduction of children by the Lord’s Resistance Army. In the west and south, violent acts committed by groups originating in Eastern DR Congo and Rwanda have begun to be a focus of attention and concern. The recent tragic kidnapping and murder of tourists in a gorilla tracking camp drew international attention to these events and will impact future tourism development. One way or the other, this violence is linked to Uganda’s political and military involvement in Rwanda and DR Congo, both past and present. **Uganda’s leadership** must play a strong role in finding solutions to these problems, by fostering a domestic and regional climate in which dissent and discussion, rather than military action, are seen as legitimate modes of conflict resolution.

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## ***PART II: RESULTS REVIEW BY STRATEGIC OBJECTIVE***

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***STRATEGIC OBJECTIVE # 1: INCREASED RURAL HOUSEHOLD INCOME***

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**Summary:** The Mission's economic growth program (SO1) has met overall performance targets during the reporting period. SO1 focuses on increasing rural incomes by improving agricultural productivity and by expanding opportunities for broad private-sector participation in market-led growth. The SO1 program is consistent with GOU's commitment to poverty reduction and agricultural modernization, including food security, nontraditional agricultural export development and expanded trade and investment. The SO1 program supports the U.S. Mission's MPP goal of broad-based economic growth, expanded U.S. trade, and humanitarian assistance.

**Key Results/Ultimate Customers:** The principal expected result at the Strategic Objective level is improving household incomes in targeted districts. Three intermediate results support the SO, focusing on productivity of selected food crops, exports of selected non-traditional agricultural exports, and access to financial services by rural households. The SO1 activities reach about 250,000 farmers and 60,000 microbusinesses of which nearly 70% directly involve women. In addition, our efforts to improve the enabling environment and the trade and investment climate for business expansion has a large multiplier effect, affecting all Ugandans.

**Performance and Prospects:** At the Strategic Objective level, national data for rural household income was unavailable this year due to the restructuring of the GOU Statistics Department, our partner in data collection. USAID is working with the Statistics Department to develop a new plan of action. Nevertheless, information collected in our agricultural projects showed that increased farm production resulted in increased incomes. USAID interventions continued to show positive performance in agricultural productivity, selected non-traditional agricultural exports, and private sector participation in market-led growth compared to last year. However, el Nino negatively impacted both growing seasons with excessive floods or late rains which led to a significant drop in total national agricultural production.

USAID SO1 activities, including significant Title II interventions, are enhancing food security. Crop production for all commodities monitored through our projects increased significantly over last year and also met Mission targets, with the exception of maize. Despite a 30% increase in maize production over 1997, production fell short of the 1998 target by 30% due to poor weather. Adverse weather was less damaging for bean production which doubled and edible oil which increased by 19% over the previous year, both meeting Mission targets. Cassava production, decimated in prior years by mosaic virus disease, made a remarkable recovery, exceeding targets fourfold. Due significantly to USAID interventions to introduce and disseminate new mosaic-resistant varieties, nearly 70% of cassava farmers whose crops were decimated by the disease are now back to pre-mosaic production levels.

USAID technological interventions are increasing productivity (yield per production unit) and are driving increases in production in our selected districts. Maize, beans, and milk productivity increased by 58%, 80%, and 50% respectively over 1997 levels. **With dedicated Africa Food**

**Security Initiative funding, USAID was able to increase the number of field demonstrations of improved seeds, fertilizers and agronomic practices from 480 sites in 1997 to 4000 in 1998, increasing the farmer clients from 80,000 to 250,000 in 16 (up from 8) districts.** The field demonstration program **tripled** sales of improved maize and bean seed varieties and increased the use of fertilizer over 1997 levels, resulting in greater rural economic activity and more off-farm enterprises (e.g. input suppliers, traders, millers). Better agronomic practices -- particularly timely planting due to better weather predictions and widespread radio broadcasting in several languages (supported by bilateral and Title II resources) -- have given farmers in our project areas an advantage. As a result, four new private sector companies invested in seed production and distribution services in rural areas. One group of 360 women in Gulu district who planted improved sunflower varieties realized a harvest and sale of sunflower seeds that increased their annual income by nearly 100% and encouraged the women to open their first bank accounts. Our new input-supply credit-guarantee program, ATAIN (funded from bilateral and Title II resources), which assists village-level shopkeepers to sell improved seed, fertilizer and crop protection chemicals, sold \$200,000 worth of input supplies to farmers who are maintaining a 98% repayment rate for short-term credit received through the program.

USAID's dairy sector programs, which focus primarily on productivity, are increasing milk production. While national level production, nearly 700 million liters in 1998, was limited, again due to weather affecting forage availability, productivity at the project-farm level increased by 50% over 1997. The number of dairy enterprises, farmers associations, and value-added dairy products continues to expand. USAID programs now reach about 10,000 farmers through 15 local cooperative associations and two national umbrella associations, with more than 60 % of the recipients being women. Improved dairy breeds, artificial insemination, "zero-grazing" and pasture management, dairy product development and business management practices among clients have increased dairy productivity, exceeding Mission targets by 36%.

Earnings from USAID's high-value non-traditional agricultural exports (NTAEs) registered a 13% increase over 1997, missing the target by 20%. Cut flowers, oil and spices, fresh fruits and vegetables, and cocoa were up by 11%, 12%, 7%, and 30% respectively over 1997. Despite the modest export increases and some setbacks in the cut flower industry as a whole due to growth constraints, USAID interventions continued to show great potential for expansion. One USAID-supported cut-flower firm was awarded the 1998 "Investor of the Year Gold Award" by the GOU, in recognition not only of its notable profitable success in exporting chrysanthemum cuttings, but also of its proactive approach to instituting modern labor practices for its 225 employees (85% women). The firm also adopted consumer safety and environmental monitoring in concert with the "East Africa Code of Conduct." Exports of fruits and vegetables, such as green beans, passion fruit and chili peppers, have now attracted European supermarket representatives to Uganda to develop direct marketing outlets. One new farmer association with 150 producers initiated their first export operation in 1998 and is exporting 2-3 tons of hot peppers per week with \$90,000 in sales per year. Oils and spices continue to show room for expansion in ethnic and specialty markets. Vanilla exports, which are marketed primarily to the U.S., continue to increase with a record high of 30 MT. Capital investments in the high-value NTAE commodities continue to increase and provide increasing stability to the industry, leading to stable employment of Ugandans. The cut flower industry alone provides employment to over 4,000 workers, most of whom are women. In addition, outgrower schemes have created

employment for over 10,000 rural small holders and employees. Of concern is the need for Ugandan firms to pay more attention to competitive factors challenging their future. For example, the 20 firms now exporting cut flowers need to face new challenges as an industry competing in global markets rather than as individual firms competing in the traditional manner.

USAID continues to lead the way in expansion of **microfinance services**. Dramatic increases were achieved in borrowers and savers, **more than tripling Mission targets in 1998**. This success is due to demand for services in rural areas, and to the technical assistance and training programs provided to 63 intermediary financial institutions (IFIs) in 1998 (up from 20 in 1997). These IFIs, which employ full-cost market interest rates and keep loan delinquency/losses under five percent, have excellent prospects for sustainability. The Mission is conducting an evaluation of the troubled Coop Bank, part of which will recommend an exit strategy that ensures both independence and sustainability of the Bank. However, Coop Bank's program in 1998 resulted in 27,000 new savings accounts, of which 50% are women with a value of 228 million shillings.

The enabling environment for new business development achieved several milestones in 1998. USAID helped create the Center for Arbitration and Dispute Resolution (CADER), a private sector facility that facilitates the settling of business disputes that otherwise languish in the overloaded and inefficient public sector judicial system. CADER is already handling six business dispute cases. The Credit Reference Bureau, established this year in collaboration with the Uganda Institute of Bankers and Trans Union International, has over 40,000 entries on individuals and businesses. Credit suppliers, banks and courts of law will utilize the credit data as a basis to improve credit worthiness and reduce corruption. Over 100,000 copies of the USAID-funded "Simplified Tax Guide," assisting in tax revenue collections and fairness, and "Employee Ownership by Ugandans," promoting the privatization program and employee share ownership, were distributed to many small-scale businesses and six large companies.

**Possible Adjustments to Plans:** To strengthen our economic growth program the Mission is streamlining our trade and investment activities. To get a head start on these efforts, the Mission will submit a proposal for ATRIPS funding which will address trade and investment policies, export industry competitiveness, second-tier business development problems and broadening the base of entrepreneurs in key nontraditional sectors.

**Other Donor Programs:** USAID has supported the Ministry of Agriculture's Modernization Plan, chairs the private sector donor working group, provides a strong voice in the CG and liaises regularly with other donors to ensure that complementary programs are implemented.

**Principal Contractors, Grantees and Agencies:** USAID contractors and grantees include Chemonics International, Management Systems International, Mississippi State University, Associates in Rural Development, FINCA, CARE, Freedom from Hunger, Heifer Project International, Land O'Lakes, Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance, TechnoServe, World Vision, World Food Program, and Africare. USAID also collaborates with International Agricultural Research Centers and several Collaborative Research Support Programs (CRSPs) in pest management, livestock and soils.

<b>OBJECTIVE:</b> Increased Rural Household Income <b>APPROVED:</b> 02/11/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> I.R. 1.3: Increased Production of Selected Products			
<b>INDICATOR:</b> Production of selected food products in targeted districts			
<b>UNIT OF MEASURE:</b> Milk: liters ('000) Edible Oil: metric tons ('000) Maize, Beans: metric tons ('000) Cassava: metric tons ('000) (changed from hectares)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)		Milk 11,730 Edible Oil 3.9 Cassava insignif Maize 189.2 Beans 36.5
	1997	Milk 13,724 Edible Oil 3.6 Cassava 0.0 Maize 210.1 Beans 42.3	14,650 3.7 .1 133.1 25.8
	1998	Milk 17,940 Edible Oil 4.5 Cassava 10.9 Maize 246.3 Beans 51.8	17,596 4.4 42.0 173.5 50.5
	1999	Milk 21,106 Edible Oil 5.6 Cassava 31.4 Maize 274.5 Beans 62.8	
<b>INDICATOR DESCRIPTION:</b> Production of selected food products.	2000	Milk 25,950 Edible Oil 6.5 Cassava 51.9 Maize 303.9 Beans 73.1	
	2001	Milk 31,140 Edible Oil 7.8 Cassava 72.4 Maize 334.2 Beans 84.1	
<b>COMMENTS:</b> <ol style="list-style-type: none"> <li>While national level production, nearly 700 million liters in 1998, was limited due to weather affecting forage availability, production at the project-farm level increased, meeting targets.</li> <li>           "Edible oil" includes sunflower and soybean, the most prominent oilseeds.             Edible oil targets have been adjusted to reflect the accurate baseline information collected by the Mission partner. Targets (planned figures) are based on percent increases from baseline; the original baseline figures (as determined by ACDI's study done in 1998) should have been lower. Thus the new baseline for 1997 is 3.6. Also, the actual figure for 1997 has been adjusted downwards after recalculating production with more reliable data.         </li> <li>           Cassava production in 1996 was insignificant, due to the devastation caused by the cassava mosaic disease. From 1997 onward, the Mission is tracking production of improved cassava (mosaic resistant).             Beginning in 1998, the Mission measures cassava production in metric ton, rather than in hectare as in past R4s. After the devastation of cassava, growing of mosaic resistant cassava was measured in hectares to capture the extent of planting, rather than actual production which is measured by metric tons.         </li> <li>Levels of maize and bean production in 1998 were greatly affected by late and inconsistent rains during both growing seasons, as predicted in last years R4. The Mission emphasized productivity, which showed a positive trend despite adverse weather.</li> </ol>			

<b>OBJECTIVE:</b> Increased Rural Household Income <b>APPROVED:</b> 02/11/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> I.R. 1.3: Increased Production of Selected Products			
<b>INDICATOR:</b> Yield per hectare (productivity) for selected food products in targeted districts  Targeted districts include: Milk: Gulu, Hoima, Iganga, Kabale, Kabarole, Kampala, Kasese, Luweero, Masaka, Mbale, Mpigi, Mukono, Ntungamo, Paliisa, Rukungiri Edible Oil, Cassava: Iganga, Tororo, Mbale, Paliisa, Kumi, Soroti, Lira, Apac, Masindi, Nebbi, Arua, Luwero, Kamuli, Kapchorwa, Moroto, Mukono, Rakai, Mubende Maize, Beans: 35/45 districts			
<b>UNIT OF MEASURE:</b> Milk: Liters/Animal Edible Oil: Metric ton/hectare Maize, Beans: Metric ton/hectare Cassava: Metric ton/hectare  <b>SOURCE:</b> USAID funded Activities 1. Milk: HPI, LOL 2. Edible Oil: Uganda Oil Seeds Processors Association/ACDI/VOCA 3. Maize, Beans: IDEA Project Socio-economic Baseline Survey 1996, ACDI/VOCA 4. Cassava: ACDI/VOCA Title II FY 97 Annual Results Report  <b>INDICATOR DESCRIPTION:</b> Yield per hectare (productivity) of selected food products  <b>COMMENTS:</b> 1. Despite weather affecting forage availability, Mission interventions resulted in increased productivity for dairy cattle. These interventions include introducing improved dairy breeds, artificial insemination, "zero-grazing" and pasture management.  2. Improved varieties of cassava led to a remarkable recovery in cassava production this year. Nearly 70% of farmers who lost cassava production due to cassava mosaic virus are now back to pre-mosaic production levels.  3. Crop production, particularly maize, was greatly affected by inconsistent rains during both growing seasons. The Mission predicted adverse weather in the R42000, and thus focused its efforts on productivity, which showed strong results overall.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)		Milk <2.0 Edible Oil 0.1 Cassava <1.0 Maize 1.8 Beans 0.9
	1997	Milk 10.0 Edible Oil 0.2 Cassava 8.0 Maize 1.9 Beans 0.9	10.0 0.2 <1.0 1.2 0.5
	1998	Milk 11.0 Edible Oil 0.2 Cassava 9.0 Maize 2.0 Beans 0.8	15.0 0.2 10.0 1.9 .9
	1999	Milk 15.0 Edible Oil 0.3 Cassava 11.0 Maize 2.1 Beans 0.9	
	2000	Milk 16.0 Edible Oil 0.4 Cassava 12.0 Maize 2.2 Beans 1.0	
	2001	Milk 17.0 Edible Oil 0.4 Cassava 12.0 Maize 2.3 Beans 1.0	



<b>STRATEGIC OBJECTIVE 1:</b> Increased Rural Household Income <b>APPROVED:</b> 02/11/97 <b>COUNTRY/ORGANIZATION:</b> Uganda			
<b>RESULT NAME:</b> I.R. 1.2: Increased Selected Non-traditional Agricultural Exports			
<b>INDICATOR 1: Value of Selected Non-traditional Agricultural Exports</b>			
<b>UNIT OF MEASURE:</b> Millions of U.S.\$	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>INDICATOR DESCRIPTION:</b> The value of selected non-traditional agricultural exports (NTAE).  <b>SOURCE:</b> Uganda Civil Aviation Authority, formal and informal exporters, Bank Of Uganda, Relief Markets, commercial Dealers and FEWS Project.  <b>COMMENTS:</b> 1. In prior years, the Mission reported on "total NTAE" which included a broad array of products, most unrelated to non-traditional agriculture (such as fish, cattle hides and gold). The Mission is no longer reporting on the aggregate NTAE level given that it is unrepresentative of trends in the USAID-active NTAE sector. We will continue to capture data on High Value NTAEs which are the main focus of our activities in the sector, e.g. oil/spices, flowers, fruits & vegs. and cocoa.  2. The value of maize exports has declined over the past four years. However, there have been significant factors influencing this trend. First, the price of maize on the international commodity market was low in 1998, and thus value of maize exports declined over 1997 despite an increase in volume exported (53,000 MT in 1998 versus 52,000 in 1997). Second, a number of other factors influence maize exports, including supply in neighboring countries, price differentials, and border restrictions (e.g. when Kenya has a bumper harvest, it imposes duties to protect Kenyan farmers). Additionally, maize and beans are major food security crops that are consumed domestically, as well as exported. Although exports were down, production increases over the past few years have been captured by the domestic market. Finally, regional trade is dynamic, and, in fact, movement of maize can reverse season to season. For instance, recent reports indicate that Kenya, a traditional maize deficit country, is exporting maize to Uganda because of our higher maize prices.  3. The Great Lakes region traditionally runs a bean deficit. Thus, the Great Lakes countries in general provide a reliable market for beans produced in Uganda.  4. Maize and beans export figures for 1998 are estimates and are likely to change when the GOU publishes provisional figures in the 1999/2000 fiscal year budget.  5. The high-value NTAEs continue to show a positive trend despite falling shy of Mission targets. The Mission plans to re-evaluate the targets, which were developed in 1995, to ensure that planning remains relevant, particularly given the vagaries of weather the past two years.	1995 (B)	<b>Food Crops (total)</b> Maize Beans <b>High-Value NTAE (total)</b> Oil/Spices Flowers Fruits & Veg	<b>39.15</b> 23.00 16.15 <b>8.9</b> 2.24 6.09 0.63
	1996	<b>Food Crops (total)</b> Maize Beans <b>High-Value NTAE (total)</b> Oil/Spices Flowers Fruits & Veg	<b>33.92</b> 17.82 16.10 <b>13.84</b> 2.42 10.00 1.42
	1997	<b>Food Crops (total)</b> Maize Beans <b>High-Value NTAE (total)</b> Oil/Spices Flowers Fruits & Veg Cocoa	<b>16.00</b> 11.00 5.00 <b>22.36</b> 4.71 14.00 2.05 1.60
	1998	<b>Food Crops (total)</b> Maize Beans <b>High-Value NTAE (total)</b> Oil/Spices Flowers Fruits & Veg Cocoa	<b>21.00</b> 15.00 6.00 <b>30.3</b> 6.00 18.80 3.00 2.50 <b>16.40</b> 10.66 5.74 <b>25.08</b> 5.30 15.50 2.20 2.08
	1999	<b>Food Crops (total)</b> Maize Beans <b>High-Value NTAE (total)</b> Oil/Spices Flowers Fruits & Veg Cocoa	<b>26.00</b> 18.00 8.00 <b>36.59</b> 7.45 23.1 3.54 2.50
	2000	<b>Food Crops (total)</b> Maize Beans <b>High-Value NTAE (total)</b> Oil/Spices Flowers Fruits & Veg. Cocoa	<b>34.00</b> 22.00 12.00 <b>40.45</b> 7.80 24.00 3.70 4.95
	2001	<b>Food Crops (total)</b> Maize Beans <b>High-Value NTAE (total)</b> Oil/Spices Flowers Fruits & Veg. Cocoa	<b>40.00</b> 26 14 <b>45</b> 9 26 4 6

<b>OBJECTIVE:</b> Increased Rural Household Income <b>APPROVED:</b> 02/11/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> I.R. 1.1: Increased Use of Financial Services by Rural Households			
<b>INDICATOR:</b> Number of new individuals opening savings accounts Number of new, small/micro rural business borrowers			
<b>UNIT OF MEASURE:</b> Number of individuals  <b>SOURCE:</b> Records of participating NGOs, Banks, and MFIs  <b>INDICATOR DESCRIPTION:</b> Number of individuals who open a savings account; and number of new individuals with small or micro enterprises who borrow money.  <b>COMMENTS:</b> 1. Mission's microenterprise initiative expanded in April 1998 with five grants going to best practice institutions, contributing to a dramatic increase in actual numbers. Given the increase, targets for the years 2000 and 20001 have been revised upwards.  2. Baseline year calculates total micro enterprise savers and borrowers at sustainable financial intermediaries.  3. The 1998 savers numbers include 20,083 new accounts (term deposit, current account and/or savings) at the Cooperative Bank.  4. USAID estimates 70% of savers and borrowers are women.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)	Savers Borrowers	-- 9,100
	1995	Savers Borrowers	37,000 3, 800
	1997	Savers 11,000 Borrowers 6,000	40,024 13,812
	1998	Savers 23,000 Borrowers 18,000	<b>83,163</b> <b>65,217</b>
	1999	Savers 28,000 Borrowers 18,000	
	2000	Savers 56,500 Borrowers 28,000	
	2001	Savers 90,300 Borrowers 43,500	

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**STRATEGIC OBJECTIVE # 2: CRITICAL ECOSYSTEMS CONSERVED TO SUSTAIN  
BIOLOGICAL DIVERSITY AND TO ENHANCE BENEFITS TO SOCIETY**

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**Summary:** The SO 2 Program exceeded performance expectations at the SO level. This SO directly addresses the U.S. national interest “global issues” by mitigating long-term threats to the global environment, particularly loss of biological diversity and climate change. The SO 2 Program supports the U.S. Mission’s MPP by protecting the U.S. and its citizens from the effects of international environmental degradation and by improving Ugandans' standard of living based on sustainable economic development.

**Key Results/Ultimate Customers:** USAID measures progress for this objective by monitoring ecosystem health through indicator species; the benefits of conservation; and ecosystem management. Three intermediate results support the SO and include improved ecosystem management; reduced pressure on critical ecosystems; and development of a more supportive institutional and policy framework for conservation and sustainable development. This objective benefits rural communities living in and around targeted critical ecosystems, Ugandans as a whole, and the global environment.

**Performance and Prospects:** All SO-level indicators (ecosystem health, conservation benefits and ecosystem management) met or exceeded Mission targets. The ecological health of Uganda’s critical ecosystems – as highlighted last year by confirmation of a stable mountain gorilla population in Uganda’s southwestern afro-montane forests – remains on target. Ten critical areas/ecosystems were operating under management plans in 1998, exceeding the Mission target of nine. Management plans provide for conservation actions designed to maintain or increase biodiversity. Biodiversity within areas with management plans appears to be stable, and in some areas, recovering. For example, evidence points to continued recovery of elephant populations (an indicator for savanna ecosystem health) in two USAID-targeted conservation areas, Queen Elizabeth and Murchison Falls National Parks.

Ecotourism revenues, one measure of direct benefits from biodiversity conservation, reached nearly \$2.0 million, up from last year’s level of \$1.7 million and ahead of this year’s target of \$1.9 million. This increase occurred despite lower tourist numbers caused by insecurity. However, while the increase underscores the potential for continued ecotourism growth, ongoing internal and regional conflict -- the most recent incident being the deaths of eight foreign tourists in Bwindi Impenetrable National Park -- creates negative publicity for Uganda as an ecotourism destination (a small component of USAID’s program). The ecotourism revenue indicator represents a proxy for benefits derived from biodiversity conservation, which extend far beyond ecosystem-level revenues. Other less-easily quantifiable, but more economically significant, conservation benefits include: *watershed value* (for example, the Rwenzori Mountains watershed supports agriculture for over 15 million rural people); *carbon sequestration* (Uganda’s standing biomass represents a significant carbon sink helping mitigate against global climate change – see R4 Annex “Global Climate Change Initiative”); and *biodiversity use values* (for example, local communities may sustainably derive medicinal plants from a forest; or bioprospecting may result in commercial exploitation of a plant species).

*Ecosystem Management.* Uganda made important progress in improving management of critical ecosystems. The GOU-led restructuring of the troubled Uganda Wildlife Authority (UWA) towards becoming a more business-oriented organization successfully forged ahead. With continued coordinated donor assistance, new senior staff were recruited, and a financial management firm was hired to oversee UWA finances while creating a “financial management ethic” across the organization. In 1999, an internationally-recruited interim Executive Director will oversee a three-year, World Bank-led capacity building program that will follow the restructuring exercise.

Meanwhile, the SO 2 Program intensified efforts to create capacity within UWA for environmentally sound planning and management of Uganda's national parks and reserves, initiating a management planning process in Queen Elizabeth National Park (QENP). The park is the flagship of Uganda's protected area system and an internationally recognized UNESCO "Man and Biosphere" Reserve. The process provides a test case for the new UWA Planning Manual and an opportunity to build UWA staff capacity. Eight of Uganda's 22 parks and reserves and two of five USAID-targeted Forest reserves operate under current management plans. Beginning in 1999, the SO 2 Program will help UWA replicate the planning process in additional parks and reserves, and to implement those plans in selected areas.

The SO 2 Program recognizes important biodiversity situated outside formally protected parks and reserves. Under a progressive Decentralization Statute, each of Uganda's 45 districts is responsible for managing its own environment – and ensuring that district development plans and actions are environmentally sound. During 1998, USAID partnered with the National Environment Management Authority (NEMA) to develop a model district environmental action planning (DEAP) process in Mbale District as a planning and capacity-building tool to support district-level environmentally sustainable development. The SO 2 Program will support replication of the DEAP process beginning in 1999 in approximately six districts selected on the basis of biodiversity values and other GOU/USAID priorities. In addition, USAID will also support NEMA's efforts to share the DEAP model with all district administrations and other donor partners – all of whom recognize the importance (and indeed legal requirement) for ensuring environmental compliance of local-level development activities.

Despite the successes in ecosystem management and planning noted above, the Mission's effort to assist in combating Lake Victoria's water hyacinth infestation remained significantly off-target. The lack of a regional consensus on acceptable control measures limited control efforts to biological and mechanical control methods, which were successfully implemented but woefully inadequate to deal with the magnitude of the problem. Recent proactive intervention by the regionally mandated East African Cooperation (EAC) will result in a tripartite water hyacinth action plan (following the lead of Uganda's 1995 national-level action plan) in early 1999. The EAC plan will provide a coordinated framework for regional intervention by mid-March, at which time the Mission will launch a new 2-year regional water hyacinth control support activity. Further information is presented in the R4 Annex “Greater Horn of Africa Initiative”.

*Reducing Pressure on Ecosystems.* Field-based conservation and development activities continued to promote sound natural resource management in and around critical ecosystems.

The SO 2 Program further reduced pressure on critical ecosystems through successful promotion of sustainable natural resource management practices among local populations. Adoption rates for such practices remained on track during the past year, highlighted by progress in tree planting (2.03 million trees, increased from 1.89 million in 1997 and exceeding Mission target of 2.0 million). Two follow-on district-level activities – the *ACDI/VOCA Environment Protection and Economic Development Project* and the *COVOL Shea Project for Local Conservation and Development* – were launched during 1998 and will involve district staff and local communities to reduce pressure on Murchison Falls National Park and northern Uganda Shea Tree savanna. In 1999, the Mission plans to initiate support to ICRAF's *Agroforestry Research and Development to Conserve and Enhance Biodiversity in the Kigezi Highlands and Mabira Forest Buffer Zone* activity aimed at more intensively promoting conservation technologies in Uganda's most densely populated areas, thereby decreasing agricultural pressure on natural forest ecosystems.

*Supportive Framework for Conservation.* At the national level, USAID continued to strengthen Uganda's policy and institutional framework for environmental management by supporting implementation of Uganda's National Environment Action Plan. Following USAID-supported research and policy dialogue through the Land Tenure Center over the period 1988-97, Uganda enacted a new Land Act in 1998. The Act replaces President Amin's disastrous 1975 decree that nationalized all land and created uncertainty about land tenure, and provides a framework for increased security and transparency in land tenure. Uganda is now implementing the Act, which will decentralize much of land administration. The World Bank and DFID plan to invest in supporting implementation of the Act.

Prospects are good for continued SO-level progress through 2002. The impact of the Bwindi security incident on tourism levels is speculative at this point. It will negatively impact overall UWA revenue and the image of Uganda as a secure destination. However, two days after the incident, foreign tourists began attempting to purchase gorilla-tracking permits. In terms of specific SO2 program interventions, replication of environmental planning processes will begin in additional parks and districts. Partnerships with U.S. PVOs and other organizations will further improve management of and reduce pressures on specific critical areas, increasing the flow of benefits to surrounding communities, and building awareness for conservation and sound natural resource management. Environmental education activities will continue at present levels, and a new environmental advocacy campaign will strengthen local NGOs to more effectively lobby government to maintain its pro-conservation stance.

**Other Donor Programs:** Donor investment in biodiversity conservation continued at high levels, and is expected to increase during 1999 due to a comprehensive new World Bank activity to build capacity within UWA. Donor support to conservation in Uganda averages \$30-35 million per annum, of which USAID contributes roughly 20%.

**Major Contractors and Grantees:** USAID contractors and grantees include Associates in Rural Development (ARD), PricewaterhouseCoopers, ACDI/VOCA, Consortium for International Development, COVOL, World Wildlife Fund, and African Wildlife Foundation.

SO2 Indicator Table 1

<b>OBJECTIVE:</b> SO 2: Critical ecosystems conserved <b>APPROVED:</b> 11/02/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> SO 2: Critical ecosystems conserved			
<b>INDICATOR:</b> 2.2: Critical ecosystems generate benefits and revenues			
<b>UNIT OF MEASURE:</b> '000 U.S. Dollars  <b>SOURCE(S):</b> Uganda Wildlife Authority (UWA) Forest Department (FD)  <b>INDICATOR DESCRIPTION:</b> Annual revenue generated from ecotourism by UWA and FD. Eight parks and two wildlife reserves generated these revenues.  <b>COMMENTS:</b> 1. UWA revenues (\$1,941,688) represent a 12% increase in dollar terms, and a 34% increase in local currency terms.  2. FD revenues (\$17,803) represent a 39% increase in dollar terms, and a 67% increase in local currency terms, over last year. Two forest reserves generate these revenues.  3. Revenues increased, despite insecurity problems which caused a 15-20% decrease in actual tourist numbers, due to: (a) Gorilla ecotourism increased by approximately 50% (new gorilla group habituated, generally occupancy rate high); (b) Revenue collection from concessionaires improved; (c) Rationalized fee structure for UWA; and (d) Increase in FD ecotourism activities.  4. USAID support to ecotourism revenue generation included: (a) USAID-funded International Gorilla Conservation Program activity helped initiate and develop gorilla tourism since 1993. The two gorilla parks, Bwindi Impenetrable (BINP) and Mgahinga Gorilla National Park, currently generate 40% of all UWA ecotourism revenues; (b) USAID/World Bank supported financial management services within UWA have helped to create an increasingly business-minded approach to revenue generation; (c) USAID/EU-funded review and change to UWA fee structure optimized revenue generation beginning November;  5. Potential and prospects for continued growth: (a) A third gorilla group in BINP will open for tourism in 1999; (b) Successful Ugandan efforts to diversify Uganda's attractions to include bird watching and water-based tourism. (c) Limiting factor: Continued Internal and regional security.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1991(B)		66
	1992		122
	1993		337
	1994		771
	1995		1,085
	1996		1,347
	1997	1,740	1,748
	1998	1,850	1,959
	1999	2,150	
	2000	2,550	
	2001	3,000	
	2002	3,500	
	<b>Notes on Figures:</b> 1. Baseline year corrected (to 1991). 2. 1998 exchange rate: US\$1 = 1,200 Uganda Shillings. Previous years' rate was US\$1 = 1,000. 3. Planned and actual figures adjusted to include FD revenues, which reached a significant level this year. 4. All figures are adjusted to include FD revenues, which reached a significant level this year.		

SO 2 Indicator Table 2

<b>OBJECTIVE:</b> SO 2: Critical ecosystems conserved <b>APPROVED:</b> 11/02/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> SO 2: Critical ecosystems conserved			
<b>INDICATOR:</b> 2.3: Critical ecosystems managed rationally			
<b>UNIT OF MEASURE:</b> Number  <b>SOURCE(S):</b> Uganda Wildlife Authority (UWA) Forest Department (FD) Ministry of Local Government (MLG)  <b>INDICATOR DESCRIPTION:</b> Number of critical areas/ecosystems operating under integrated management plans or community resource agreements.  <b>COMMENTS:</b>  1. Current status: areas operating under management plans (MPs): (a) National Parks: (8 out of 10): Bwindi Impenetrable; Mgahinga Gorilla; Kibale; Semuliki; Mount Elgon; Murchison Falls; Kidepo Valley; and Lake Mburo National Parks. (b) Wildlife Reserves (0 out of 12): No reserves have MPs. (c) Forest Reserves (2 out of 5): Bugoma and Mabira Forest Reserves (FRs) have current MPs. Note: Only FRs with SO2 Program intervention(s) are considered. (d) Districts: (1 pilot out of 45): One pilot district environmental action plans (DEAPs) has been implemented in Mbale to date. (e) Other ecosystems: none developed to date.  2. Progress and Prospects: (a) National Parks: The SO2 Program is currently spearheading a general management planning effort in Queen Elizabeth National Park to be completed during 1999. Replication of the process in additional UWA areas will follow thereafter. (b) Wildlife Reserves: MPs in process for two reserves in conjunction with the QENP planning effort. (c) Forest Reserves: Progress on finalizing draft management plans (by the EU) for the three remaining FRs continues (d) Districts: Model DEAP process in Mbale District will allow replication to begin nationwide. ACDI/VOCA- assisted Masindi District nears completion of its DEAP. (e) Other ecosystems: MP for water hyacinth control and agreements for Shea tree conservation being developed.  3. To ensure that management plans are effectively used towards natural resource management, the SO 2 Program supports technical assistance and follow-on activities to develop and test institutional ability to implement plans.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1990(B)		3
	1995		5
	1996		7
	1997	7	7
	1998	9	10
	1999	12	
	2000	16	
	2001	22	
	2002	28	

SO2 Indicator Table 3

<b>OBJECTIVE:</b> SO 2: Critical ecosystems conserved <b>APPROVED:</b> 11/02/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> IR 2.2: Pressure on critical ecosystems reduced			
<b>INDICATOR:</b> 2.2.1: Biophysical changes in landscape - trees			
<b>UNIT OF MEASURE:</b> number (cumulative millions)  <b>SOURCE(S):</b> Grants Management Unit Grantees  <b>INDICATOR DESCRIPTION:</b> Trees planted in critical areas; Cumulative data from SO 2-supported activities.  <b>COMMENTS:</b> <hr/> 1. Total number of trees planted by SO2 Program activities during 1998 was 140,183. Actual figures from activity level are as follows: (a) Wildlife Clubs of Uganda Environmental Education Project: 97,875 trees in 15 districts. (b) ICRAF/Agroforestry Research Network for Eastern and Southern Africa (AFRENA)-Uganda Project: 33,837 trees in 4 districts. (c) WWF/Rwenzori Mountains Conservation and Development Project: 8,471 trees in 3 districts.  2. The SO2 Program expects to be on target for 1999 due to expansion of ICRAF/AFRENA activities in the southwest and lakeshore areas of Uganda.  3. The Uganda Wildlife Education Centre developed a substantial tree nursery and education facility during 1998. Outplanting activities will begin during 1999.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995(B)		1.5
	1996		1.7
	1997	1.8	1.89
	1998	2.0	2.03
	1999	2.2	
	2000	2.4	
	2001	2.6	
	2002	2.8	



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***STRATEGIC OBJECTIVE # 3: QUALITY BASIC EDUCATION FOR  
AN INCREASED PERCENTAGE OF UGANDAN CHILDREN***

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**Summary:** USAID/Uganda's basic education program, now in its sixth year, exceeded overall performance targets in 1998 in spite of ever-increasing challenges to the sector. The SO supports development of critical interventions required for quality education such as teacher training, books and instructional materials, classrooms, community participation and key policy reforms. SO3 relates directly to the U.S. national interest, sustainable economic development, which is reflected in Embassy Kampala's MPP Goal 5.

**Key Results/Ultimate Customers:** USAID measures progress for this objective through improvements in student completion rates and increases in student enrollment. USAID's education program also targets five key intermediate results, focusing on availability of teachers and classrooms; quality of instruction; girls' educational participation; GOU budget support; and effective management of primary schooling by local administrations and civic organizations. Ultimate customers include 5.3 million school-aged children and approximately 90,000 primary school teachers.

**Performance and Prospects:** At the strategic objective level, the education program exceeded performance targets. Completion rates in 1997 stabilized over 1996 figures at 82% and 37% for P4 and P7, respectively. This is a remarkable achievement given the enormous increase in school enrollment which has more than doubled from 2.7 million in 1996 when Universal Primary Education (UPE) began. This trend in student completion rates points to overall positive systemic change in the quality of primary education. The gross enrollment ratio jumped from 71% in 1996 to well over 100% in both 1997 and 1998, exceeding Mission targets. This trend reflects the fact that many students outside the 6-13 age group are taking advantage of UPE. Within the age group of 6-13 year olds, approximately 85% of the children attended school in 1998 and stayed there (net enrollment ratio), exceeding the rates of neighboring countries.

USAID's policy dialogue partnership with the GOU continued to exceed expectations. The large increases in GOU financing to primary education begun in 1996/97 are being maintained. In fact, the 1998/99 budget greatly exceeded Mission targets in terms of education as a percentage of the overall budget (33% versus Mission target of 23%) and the percentage allocated specifically to primary education (62% versus 55%). Since 1992, USAID policy dialogue has been a major factor in the GOU's decision to increase the percentage of the recurrent budget for education from 9% to 33%, to more than quadruple primary education expenditures, and to increase teachers' salaries tenfold. Additionally, progress in strengthening financial management has been evident. Working with the GOU, USAID policy dialogue has led to every school and district being required to publicly display budgets specifying their GOU allocations. This has helped foster greater transparency and accountability of public expenditure to education. Surveys undertaken in 1998 demonstrate that the majority (80%) of funds are reaching the schools, a huge improvement over the 1991-1995 period when less than 30% reached schools. Furthermore, the GOU has agreed to support both independent audits and monitoring of public expenditures to education.

With the dramatic increase in enrollment, maintaining minimum quality standards through system expansion in terms of classrooms, teachers and instructional materials is necessary. Utilizing increased donor funding, new classroom construction more than doubled from approximately 1900 classrooms constructed in 1997 to 5400 in 1998. The numbers of teachers increased by 24% from 74,000 prior to UPE to 92,000 in 1998. Instructional materials and textbooks, once a GOU monopoly, have been converted to a competitive market through USAID conditionality, eliminating inefficiency and corruption. This has led to the growth of a vibrant local publishing industry and retail book market. Approximately 1.5 million of a total 6 million USAID-financed textbooks were purchased in 1998 under this program.

Approximately 6000 untrained teachers, 15,000 trained teachers, 400 teacher trainers, and 400 head-teachers received in-service, refresher or management training in 1998 under the USAID-supported Teacher Development and Management System (TDMS). TDMS was initially planned in 1992 as a 10-year program to cover 50% of Ugandan schools; however, as a result of the success of the program, TDMS is now in all districts of the country. To increase sustainability of TDMS teacher training, the GOU now funds operating costs of TDMS after two years of operation. So far, the GOU is covering costs under the first three of five implementation phases.

USAID support to primary education continues to forge viable linkages to other Mission SOs, such as democracy and governance. While free education under UPE greatly increased enrollment, there were initial indications that parental and community involvement in the activities of the school were decreasing. As a result, USAID has significantly expanded our activities in community mobilization and focused our efforts on the development of viable democratic and grassroots civic organizations. Through USAID conditionality, school management committees comprised of parents are now required to sign all school budgets and the receipt of monthly allocations of funds, thus stimulating greater involvement in the financial affairs of the school. Confusion resulting from UPE on the roles and responsibilities of parents groups, districts and the central government has been clarified and the information widely disseminated. The community mobilization component under TDMS has been significantly expanded. In 1998 over 20,000 parents and community leaders were sensitized to such salient issues as nutrition, girls education, and parental responsibilities. Finally, the development of teachers' credit unions supported by USAID in two districts continues to show dramatic progress in terms of increased savings and membership. Efforts are already being made to replicate these member-owned and democratically-based financial institutions to other areas.

USAID has continued to expand support for improved girls' educational participation. A National Plan for Girls Education was developed and approved at Cabinet level in 1998. The incentive grants program designed to enhance girls' persistence and achievement was expanded to five new districts. With USAID support, a community-based research program now in its second year under the Improving Education Quality (IEQ) activity utilizes community participation at the classroom level. Under the National Assessment of Progress in Education (NAPE) project supported by the World Bank, baseline data on student learning in the core subjects at the third and sixth grade levels is being accumulated. USAID will utilize the results of these activities for analyzing our efforts, planning future interventions and guiding our policy dialogue with the GOU. Commitment to basic education reform by both the GOU and the US was clearly demonstrated in 1998 when President Clinton launched the Education Initiative for Africa at Kisowera Primary School in Uganda.

Sustaining the positive trends in quality education will be difficult, especially as the large cohort of new students who entered the first and second grades in 1997 and 1998 move through the system. However, USAID plans to support its quality investments as the foundation for sustaining the huge increases in enrollment. The GOU recently developed a 5-year Education Sector Investment Plan (ESIP) and budget to support major expansion of the primary education system, in terms of classrooms constructed, the provision of instructional materials and the number of trained teachers. Other donors have recently complemented USAID's ongoing program with substantial contributions approximating \$200 million over five years, 1998-2003. Under the GOU ESIP, we expect to see up to 90% of Uganda's school-age children attending school and major system expansion over the next five years. While slight decreases in quality indicators (pupil performance and completion rates) may occur, we are confident that the overall quality improvements made of the last several years will be maintained at the current levels.

**Possible Adjustments to Plan:** Uganda faces a number of challenges as a result of higher enrollment levels and a high population growth rate. Along with the 5.3 million students currently matriculating through primary school, at the current population growth rate, there will be an additional 500,000 to 800,000 entering school annually. The interventions required to provide quality education are daunting and will need concerted GOU, donor and private sector collaboration. Donor contributions currently planned are inadequate to meet the demand and GOU financing at 33% of the recurrent education budget will be difficult to maintain. Further, there is concern about the GOU capacity to effectively utilize planned donor funding levels. The Mission's current technical assistance package will end in May 2000. The Mission will conduct an assessment to determine whether additional technical assistance is needed and how USAID can be most helpful to the GOU in implementing its strategic plan (ESIP) and improve access and quality of primary education. Additionally, due to the dynamics of this sector, the Mission anticipates modifying future performance indicators to measure net enrollment ratios, instead of gross enrollment, to more accurately reflect enrollment of ages 6-13 and to effectively utilize the baseline data currently being developed under the NAPE and IEQ projects.

**Other Donor Programs:** Donor participation has increased significantly since 1992 due to the GOU's proven commitment to education reform. The World Bank and USAID have been the largest donors during the decade. However, these resources are being increasingly complemented by the Dutch, British and Irish aid agencies and the European Union. Based on the successful program approach already utilized in the GOU/USAID partnership, these donors have already or will soon begin to provide budget support behind a common policy framework and investment plan originally designed and funded by USAID. The GOU and donors have also agreed to joint performance monitoring reviews twice a year. In addition to these joint activities, Denmark, Germany and a variety of NGOs are active in education programs for adults, the handicapped and disadvantaged groups such as AIDS orphans. UNICEF supports education for out-of-school girls through non-formal approaches.

**Major Contractors and Grantees:** Current grantees and contractors contributing to the achievement of our objectives in basic education include the Academy for Educational Development, the American Institute for International Research, Creative Associates, the University of Massachusetts, and the Research Triangle Institute.

### Strategic Objective 3 Performance Data Tables

<b>STRATEGIC OBJECTIVE 3 :</b> Quality Basic Education for an Increased Percentage of Ugandan Children <b>APPROVED:</b> 11/02/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> Quality Basic Education for an Increased Percentage of Ugandan Children			
<b>INDICATOR:</b> 4 <sup>th</sup> and 7 <sup>th</sup> Grade Completion Rates			
<b>UNIT OF MEASURE:</b> Student, % P4 and P7 Target: national	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)		P4 57% P7 28%
<b>SOURCE:</b> : National education statistics reports	1995 (B)		P4 65% P7 30%
	1996	P4 67% P7 36%	P4 82% P7 36%
<b>INDICATOR DESCRIPTION:</b> Number of P4/P7 students (girls, boys) of any age completing P4/P7 as a percentage of total cohort (girls, boys) entering 1st grade 4 and 7 years earlier	1997	P4 82% P7 38%	P4 82% P7 37%
	1998	P4 84% P7 38%	
<b>COMMENTS:</b> The dramatic increases in completion rates from 1994-1996 were maintained in spite of the strains imposed on the system by doubling of school enrollment in 1997.  1998 completion rates for P4 are first available in July/August after GOU enrollment census and thus not available for USAID R4 submission. Test scores for P7 completions were also not finalized at the time of submission.	1999	P4 77% P7 39%	
	2000	P4 77% P7 40%	
	2001	P4 60% P7 40%	

<b>STRATEGIC OBJECTIVE 3 :</b> Quality Basic Education for an Increased Percentage of Ugandan Children <b>APPROVED:</b> 11/02/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> Quality Basic Education for an Increased Percentage of Ugandan Children			
<b>INDICATOR:</b> Gross Enrollment Ratio*			
<b>UNIT OF MEASURE:</b> Unit: Student, % Target: national  <b>SOURCE:</b> National education statistics  <b>INDICATOR DESCRIPTION:</b> Number of students (boys, girls) of any age enrolled in primary school (P1-P7) as a percentage of total population (boys, girls) aged 6-13 years old.  <b>COMMENTS:</b> *As the gross enrollment ratio remains at a very high level for the second year in a row, we will change to net enrollment ratios in the future. As a baseline, the 1995 net enrollment ratio was 55%. The 1998 net enrollment ratio was 85%. The 2001 target will be 90%.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)		68%
	1996	70%	71%
	1997	73%	105%
	1998	85%	115%
	1999	90%	
	2000	95%	

<b>STRATEGIC OBJECTIVE 3 :</b> Quality Basic Education for an Increased Percentage of Ugandan Children <b>APPROVED:</b> 11/02/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> IR 3.1 Increased availability of schooling			
<b>INDICATOR:</b> Percent increase in number of primary school teachers (system expansion)			
<b>UNIT OF MEASURE:</b> Teachers, % Target: National  <b>SOURCE:</b> National Education statistics  <b>INDICATOR DESCRIPTION:</b> Total number of primary school teachers recruited by government in given year as proportion of total number on government payroll in base year.  <b>COMMENTS:</b> In addition to the increase in teacher numbers, classroom construction more than doubled from 1997 to 1998. There was also a dramatic increase in quality expansion of the education system. The Teacher Development Management System is currently operating in all districts of the country. Furthermore, 80% of all schools now have a majority of qualified teachers in the classroom with a full set of teacher training guides. This is higher than the anticipated rate of 70%.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)		74,000
	1996		7%
	1997	15%	37.8%
	1998	21%	24%
	1999	28%	
	2000	32%	
	2001	35%	

<b>STRATEGIC OBJECTIVE 3:</b> Quality Basic Education for an Increased Percentage of Ugandan Children <b>APPROVED:</b> 11/02/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> IR 3.4 Education sector finance maintained			
<b>INDICATOR:</b> Resource reallocation (quality and expansion support)			
<b>UNIT OF MEASURE:</b> Budget, % and \$ Target: national	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Annual budget statistics	1995 (B)		GOU Budget 19% MOE Budget 52% Per Pupil \$24
	1996		GOU Budget 22% MOE Budget 55% Per Pupil \$29
<b>INDICATOR DESCRIPTION:</b> Financial resources, within GOU and MOES budget, are reallocated to support UPE and quality policy priorities. Allocation index (illustrative) includes: <ul style="list-style-type: none"> <li>• % GOU national budget (or GDP) to education sector;</li> <li>• % MOES budget to primary;</li> <li>• per pupil public expenditure</li> </ul>	1997	GOU budget 23% MOE budget 55% Per pupil \$35	25% 58% \$23
	1998	GOU budget 23% MOE budget 55% Per pupil \$27	33% 62% \$32
<b>COMMENTS:</b>	1999	GOU budget 24% MOE budget 55% Per Pupil \$30	
	2000	GOU budget 24% MOE budget 55% Per pupil \$32	
	2001	GOU budget 24% MOE budget 55% Per pupil \$35	

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**STRATEGIC OBJECTIVE # 4: INCREASED SERVICE UTILIZATION AND CHANGED  
BEHAVIORS FOR REPRODUCTIVE HEALTH AND MATERNAL AND CHILD  
IN SELECTED DISTRICTS**

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**Summary:** The Mission's reproductive health strategic objective had mixed results during 1998. The objective integrates the full range of reproductive health priorities such as family planning information and services, maternal health care and prevention and management of sexually transmitted diseases, including HIV/AIDS. The objective is consistent with U.S. national interest in reducing population growth and protecting health and forms the basis of the US Mission's MPP goals of increasing utilization of family planning services and decreasing the incidence of HIV/AIDS.

**Key Results/Ultimate Customers:** At the objective level, there are four indicators relating to family planning, antenatal care (ANC) and HIV prevalence. Ultimate customers are men, women and children in 15 of Uganda's 45 districts, accounting for 35% of the population. Twelve of these districts are served under the bilateral Delivery of Improved Services for Health (DISH) Project, the Mission's principal health and family planning activity. Three of the 15 districts are served under a less comprehensive project implemented with field-support funding by CARE. Eighty five percent of the Mission's resources are devoted to the 12 DISH sites.

**Performance and Prospects:** The combination of skilled health providers, better counseling and expanded services has improved in USAID-active districts and increased access to services to meet the needs of women through all phases of their reproductive life. The contraceptive prevalence rate (CPR), as reported in last year's R4, increased from about 12% in 1995 to nearly 20% in 1997 in the 12 USAID-active districts (1997 Community Survey) and, based on increasing levels of contraceptive usage, are widely believed to be rising. The national CPR, 8% in 1995, is believed to be considerably below the USAID-districts rate. Antenatal care (ANC) visits, a major factor in preventing maternal and child mortality, stabilized in 1998 at around 214,000, about 13% under targeted levels. The greatest success has been in slowing the rate of HIV transmission. HIV prevalence rates continued to decline among 15-19 and 20-24 year old ANC clients at sentinel surveillance sites, 11% and 7%, respectively, below expected targets. The next Demographic and Health Survey (DHS), scheduled for the year 2000 will provide extensive current national data on the reproductive health of Ugandans.

***Family Planning (FP).*** In 1998, USAID's family planning activities provided a wide range of contraceptive methods, trained health care providers, and family planning messages to clients. Due to Uganda's low CPR the Mission's efforts focused on increasing usage of modern contraceptives, primarily short term methods such as condoms, injectables, implants and pills (orals), through both the public and private sector. In the **public sector** total couple-years of protection (CYP) in the 15 Mission districts rose by 4% over 1997 (9% in DISH districts), continuing the upward trend noted last year when contraceptive prevalence increased; however, the increase fell short of the target by 11%. The Mission missed its target primarily in the three non-DISH districts, which saw a decline of CYP by 13%, largely the result of decreasing long-term and permanent methods. These methods have been supported through G/PHN's cooperative

agreement with AVSC International and, in FY 1999 will be more closely integrated into a DISH-follow-on project (DISH II), under which the emphasis accorded them will increase, along with better training of providers and access for clients.

In the **private sector**, total CYPs in 1998 increased by 2%, roughly 15% below the target. Sales of orals and injectables through USAID's social marketing program rose by 23% and 167% in the 15 districts, exceeding targets for these products by 11% and 36%, respectively. However, these increases were eclipsed by a dramatic 30% decline in condom sales: the bulk of social-marketing CYP. The main reason for the drop in USAID condom sales was continued competition from a condom social-marketing program funded by another donor - a program owing its success largely to its entry into a market created by USAID. Though we do not have data from that program, it is virtually certain that widespread availability of a second brand of condom has increased overall sales substantially and that private-sector CYP has increased by much more than indicated in the data table. While USAID condom sales should increase in 1999 with the new, recently launched packaging/promotional materials, the main issue is not how to recoup sales from the competing program. Rather, it is how to expand the total condom market in Uganda. USAID will re-examine its condom social-marketing strategy in 1999 from that perspective. The challenge for the Mission's family planning program, particularly with a focus on short-term methods, is to maintain the same annual level of CYPs in addition to reaching new clients. In 1998, the Mission succeeded in maintaining last year's CYP levels as well as increasing the number of new clients by 1,392. The total 1998 CYP was 125,063. Resource levels must continue to support activities that motivate and provide services for continuing as well as new clients using short-term methods.

The DISH-impact analyses indicate a positive effect of USAID information, education and communication (IE&C) activities and social-marketing messages. The 1997 DISH survey indicated that 39% of women and 68% of men want to wait 2 years or more for their next child and that 38% of women and 23% of men want no more children. These data are consistent with the 1995 Demographic and Health Survey and indicate high demand for temporary and permanent FP services.

***Maternal/Child Health.*** ANC is the major intervention to reduce maternal deaths by preparing women for safe birth, providing care during birth and post-partum period, improving management of obstetrical complications, maternal nutrition, and better well child care. In 1998, USAID's activities provided ANC for 214,000 visits, lowering the risk of mortality for an estimated 1,000 women. Although ANC visits increased only by 1% over 1997 in the 15 districts, they increased by 4% in DISH districts where a major IE&C campaign on maternal health was conducted. In non-DISH districts, ANC visits declined by nearly 15%. The impact analyses indicate that IE&C is especially important for increasing ANC, and, while DISH mass-media activities "spilled over" into non-DISH districts, IE&C activity in those districts was much less intense. In addition to ANC, deliveries in facilities, important in preventing maternal mortality, declined by 1% in DISH districts in 1998 – essentially no change - and by 16% in non-DISH districts. The DISH IE&C campaign (above) may have devoted insufficient emphasis to delivering in a facility, and motivation for women to do so seems weak. Anecdotal data suggests that women are often poorly treated in facilities, and we suspect that quality-of-care issues beyond those of technical competence and IE&C addressed in DISH constitute the principal



obstacle to increasing delivery care. DISH and G/PHN's MEASURE Evaluation Project have designed a study, to be conducted in 1999, to clarify these and other quality-of-care issues.

***HIV/AIDS/STDs.*** USAID's activities to slow the transmission of HIV have continued to show major results. HIV testing and counseling are powerful tools to reducing the transmission rate as knowledge often results in behavioral change. The significantly lower prevalence rates are a remarkable achievement, in large part due to USAID's program. In 1998, HIV prevalence in Uganda declined in the target age groups at urban antenatal clinics, exceeding targets, indicating that USAID, the largest donor in the sector, and other AIDS-prevention programs continue to be effective. Individuals undergoing voluntary HIV counseling and testing (VCT) at the USAID-funded AIDS Information Center (AIC) increased by over 10,000, bringing the total to 45,000 people, about 11% shy of the target. While demand is increasing in urban areas, demand at recently established up-country rural VCT sites has not yet increased as expected due to inadequate publicity, fear, and lack of knowledge about what VCT entails. The AIDS Support Organization (TASO), the USAID-funded largest service provider for HIV+ people, has witnessed significant increases in counseling of HIV+ persons. This increase is related to better availability of EU-supplied food to TASO clients, TASO's expansion through community-based organizations, and, possibly, more people knowing their HIV+ status and seeking TASO assistance. The DISH-impact analysis indicates that, for women, access to VCT plays an important role in awareness of the benefits of condoms; for men, IE&C exposure is more important. This suggests that men and women require different approaches in future efforts in STD/HIV prevention. The 1997 DISH survey indicates that 66% of adult Ugandans desire this service, though only 13% of women and 16% of men have been tested. DISH has just launched an IE&C campaign to promote VCT. STD visits exceeded planned levels by 25%. A DISH IE&C campaign on STDs probably contributed to this trend, along with increased availability of STD drugs in 1998.

**Possible Adjustments to Plans.** The Mission is currently assessing the mixed results of its reproductive health activities, particularly in the family planning and maternal/child health sectors. Reproductive and maternal health will remain priorities, with increased emphasis on long-term/permanent methods and a new emphasis on emergency contraception and post-abortion care. A more targeted focus on high-quality service provision and IE&C messages will underscore our efforts, including activities that increase the impact of USAID's program at the national level. The Mission will also review the impact of partners implementing reproductive health activities to improve results. Additionally, substantial components will be added in child health, malaria and nutrition. This focusing will run concurrent with the selection of a new cooperative agreement to continue and expand DISH activities.

**Other Donor Programs.** USAID is the major donor in reproductive health in Uganda; UNFPA and DFID also support reproductive health, but in different districts. The World Bank is the largest donor in the health sector with active projects related to STDs and district health planning; a nutrition project is in the final planning stages.

**Major Contractors and Grantees.** Pathfinder; African Medical Research Foundation; CARE; AVSC International; Johns Hopkins; The University of North Carolina; John Snow International; Deloitte, Touche, Tomatsu; The AIDS Information Center; The AIDS Support Organization.

## Strategic Objective 4 Performance Data Tables

<b>OBJECTIVE:</b> Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts <b>APPROVED:</b> 02/11/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> SO 4			
<b>INDICATOR:</b> 4.a.1: Family Planning, couple years protection distributed in target districts			
<b>UNIT OF MEASURE:</b> Number  <b>SOURCE:</b> MOH Health Information System (HMIS)  <b>INDICATOR DESCRIPTION:</b> Couple years of protection (CYP) distributed in 92 health facilities where USAID-funded training and supervision have been conducted, not including social marketing sales. (1 CYP = 120 condoms, 15 cycles of orals, .29 IUD, 4 injections, .29 NORPLANT insertion, .13 VSC procedure)  <b>COMMENTS:</b> "Actual" performance is based on 92 facilities (80 from the DISH Project and 12 from the CARE Project) rather than on all facilities in the 12 DISH districts. These 92 facilities, where emphasis has been placed on the HMIS, have been used to monitor the progress of the program. The reliability of data from these selected facilities is higher than if data were also collected from other district facilities, where reporting rates are still too low for reasonably accurate estimation. Originally, CYP planned values were based on estimated growths of 10%, 7%, 5%, and 5% per annum respectively.  CYPs for 1996, 1997 and 1998 were calculated from HMIS data routinely reported by the 89 of the 92 facilities that offer family planning. Note that three of the selected facilities are run by the Catholic Church, and therefore do not want to provide FP services, although they do refer clients to other service providers. (SO4 includes more than family planning.) Reporting was nearly complete from these 89 facilities.  HMIS data for tubal ligations, vasectomy and implants were reconciled with figures from AVSC for facilities providing those services; in each case, the higher figure (either from the HMIS or from AVSC) was used in calculating the CYPs. The differences between the HMIS and AVSC figures typically were small. The 1997 actual value has been adjusted downward slightly based on data cleaning required because of inappropriate inclusion of referrals by some of the facilities in their HMIS reporting.  *In early 1999, the planned values for 1999-2001 were revised to reflect a 5% increase per annum based on the 1998 actual value.  Note: These CYPs are for HMIS data only and do not include social marketing CYPs. Also, in 1997, there were 10 DISH districts; during 1998, year two of the districts were subdivided into two districts resulting in a total of 12 DISH districts, but covering the same geographical area.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)		31,691
	1997	37,395	35,427
	1998	41,043	36,892
	1999	38,736*	
	2000	40,673	
	2001	42,707	

**OBJECTIVE:** Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts

**APPROVED:** 02/11/1997 **COUNTRY/ORGANIZATION:** USAID/Uganda

**RESULT NAME:** SO 4

**INDICATOR:** 4.a.2: Family Planning, couple years protection distributed through social marketing in target districts

**UNIT OF MEASURE:** Number

**SOURCE:** Social Marketing Project database

**INDICATOR DESCRIPTION:** Couple years of protection sold to distributors in the 12 DISH and 3 CARE districts) by the Social Marketing Project.

**COMMENTS:** The CYP is calculated using the same conversion factors as in 4.a.1. Methods include pills, condoms and injectables only.

The actual value for 1997 is for DISH and CARE districts and is based on SOMARC's MIS data, which tracks sales by district. This value was used to adjust subsequent targets. The estimates of the share attributed to DISH/ CARE districts for the 1998-2001 planned values apply the same proportions among methods as the 1997 actual proportions. This could change as more sales shift to districts outside the DISH/CARE areas. However, when the planned values were determined, there was no better basis than using the 1997 proportions.

The 1997 actual exceeded the planned value due to higher than anticipated sales of Pilplan. Therefore, at the beginning of 1998, the 1998-2001 planned values were adjusted.

The 1998 planned value, however, did not anticipate the magnitude of continual decline in the sales of the Protector condom resulting from the competition from the KfW-funded Life Guard condom. Although both Pilplan and Injectaplan dramatically increased their sales in 1998, the overall planned value was not achieved because of the decline in Protector condom sales.

The SOMARC project ended on 10/31/98. Uncertainties related to change from SOMARC to the new Commercial Market Strategies (CMS) Project and a new contractor were additional factors impeding progress in 1998.

The 1999-2001 planned values have not been changed, on the assumption that pill and injectable sales will continue to increase and reach overall CYP targets, despite the decline in condom sales.

YEAR	PLANNED	ACTUAL
1996		44,000
1997	71,000	87,751
1998	103,377	89,563
1999	120,074	
2000	137,290	
2001	156,192	

<b>OBJECTIVE:</b> Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts <b>APPROVED:</b> 02/11/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> SO 4			
<b>INDICATOR:</b> 4.b: Maternal/Child Health Services, annual number ante-natal visits in target facilities			
<b>UNIT OF MEASURE:</b> Number  <b>SOURCE:</b> MOH Health Information System  <b>INDICATOR DESCRIPTION:</b> Annual number of ante-natal care (ANC) visits in 92 health facilities where USAID-funded training and/or supervision has been conducted. Of the 92 facilities, 87 provide ANC; 5 provide family planning only. Reporting from the 87 facilities for 1998 was nearly complete.  <b>COMMENTS:</b> "Actual" performance is based on 92 facilities (80 from the DISH Project and 12 from the CARE Project) rather than on all facilities in the 12 DISH districts. These 92 facilities, where emphasis has been placed on the HMIS, have been used to monitor the progress of the program. The reliability of data from these selected facilities is higher than if data were also collected from other district facilities, where reporting rates are still too low for reasonably accurate estimation.  Planned values for ANC clients were based on the assumption that an IEC campaign launched in 1998 would increase ANC visits during that year by approximately 12%. However, ANC visits thereafter were expected to level off at approximately 8% annual growth up to the year 2001. These planned values were an adjustment of the original targets that assumed a 10% increase each year.  *The actual value reported for 1997 has been revised downward slightly due to a reporting error that was detected. However, the 1998 actual value for ANC visits, still showed only a small increase compared to 1997. Consequently, planned values for 1999-2001 have been re-adjusted to reflect an increase of 5% per annum based on the actual value for 1998. These planned values are based on the DISH impact analysis completed in 1998 and are thought to be more realistic.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996 (B)		205,181
	1997	221,596	212,091*
	1998	245,534	213,900
	1999	224,595	
	2000	235,823	
	2001	247,616	

<b>OBJECTIVE:</b> Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts <b>APPROVED:</b> 02/11/1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> SO 4			
<b>INDICATOR:</b> 4.h.3: Sexual Behavior			
<b>UNIT OF MEASURE:</b> Percent  <b>SOURCE:</b> Sentinel surveillance, Ministry of Health  <b>INDICATOR DESCRIPTION:</b> HIV prevalence among 15-19, 20-24 year old antenatal clients: Kampala, Jinja, Mbarara (MOH sentinel-surveillance sites in 3 DISH districts).  <b>COMMENTS:</b> Baseline HIV prevalence among 15-19 and 20-24 year old antenatal clients is averaged, weighted by the number of cases, across four sentinel surveillance sites: Kampala (Nsambya, Rubaga), Jinja, and Mbarara. The data are routinely gathered by the MOH. The planned values assume a 10% decline in prevalence rates between 1996 and 1997 and a 5% per annum decline thereafter.  At the time of this report (i.e., for 1998), a full set of data was not yet available for all sites, but partial data were available for all four of the sentinel surveillance sites. Thus, the actual figures reported for 1998 are based on preliminary data. These figures will be updated when the full set of data becomes available.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)		13.2/19.5
	1996		8.7/17.3
	1997	7.8/15.6	8.3/14.6
	1998	7.4/14.8	6.6/13.7
	1999	7.1/14.1	
	2000	6.7/13.3	
	2001	6.5/12.7	

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***STRATEGIC OBJECTIVE # 5: CIVIC PLURALISM EXPANDED AND  
CONSTITUTIONAL CHECKS AND BALANCES IMPLEMENTED***

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**Summary:** The Mission's democracy and governance program met overall performance expectations during the reporting period. Final approval of the revised results framework was received on December 30, 1998. USAID's objective is to help strengthen democratic institutions in Uganda -- civil society, local government, Parliament, and the judiciary. This objective relates directly to the U.S. national interest and MPP goal of consolidating and extending democratic institutions and practices in Uganda.

**Key Results/Ultimate Customers:** Expected results at the strategic objective level include indicators measuring Parliament's use of oversight powers and monitoring of the budget, progress on codifying the Laws of Uganda and improving legal education, as well as indicators related to civil society development and local government capacity building. Four intermediate results support the objective, focusing on civil society, local government, Parliament, and the justice system. The ultimate beneficiaries are Ugandans who will have an improved functioning system of government with sufficient oversight effected by citizens groups.

**Performance and Prospects:** In last year's R4, the Mission had little to report, as the objective was only a few months old. Some elements of the objective are operational (parliament and judiciary) and others are coming on line (decentralization). In 1998, Parliament demonstrated its commitment to exercise oversight powers over the executive branch and to monitor the budget. An example of Parliament's progress was the public investigations of allegations against high level public officials, thereby creating a culture of oversight in Uganda. Parliament conducted nine high profile investigations of government officials accused of corruption, surpassing the use-of-oversight target of six. The investigations led to the censuring of the Minister of State for Education and the forced resignation of the Minister of State for Privatization in December due to his use of improper political influence and financial improprieties in the privatization process. Parliament also scrutinized the government budget and raised serious questions about the GOU's participation and expenditures in the Congo. Although its battle against corruption and irregular budgetary expenditures has placed it at odds with the executive branch, it is clear that Parliament is taking its oversight responsibilities seriously and is not merely a rubber stamp for executive actions.

***Decentralization (Civil Society and Local Government).*** The decentralization process moved a step forward during the year as Uganda completed the final stage of transition to democratically elected civilian rule with the holding of local government elections in May 1998 in 45 newly created districts. There are now more than 33,000 local elected officials in Uganda. The Mission's decentralization activities will be the major focus of its democracy program. Impact will be measured by indicators that include the percent of target local governments that demonstrate improved budgeting and planning, and the percent of civil society organizations that influence public policy. Baseline data for all decentralization related activities will be established as implementation begins in 1999. Groundwork for implementation of the two IRs

began with the funding in April 1998 of the “Decentralization Strategic Planning” workshop. The Mission began consultations with the Ministry of Local Government and other donors in 1998 to develop criteria for selection of the eight districts in which the Mission will implement activities. The Mission has created a Decentralization Coordinating Committee with members from all Strategic Objective teams to ensure crosscutting complementarity among program objectives during implementation. These activities, scheduled to begin implementation in April 1999, also incorporate an initiative announced by First Lady Hilary Rodham Clinton during the President’s historic visit that provided \$2 million for capacity building of women politicians. The Mission is currently funding the development of a curriculum for training women local government councilors, which will form the basis for training of women officials.

*Parliamentary Capacity Building.* The parliamentary assistance activities began implementation in October 1998 with the arrival of The Research Foundation of the State University of New York (SUNY) team. USAID’s assistance in 1998 helped build on Parliament’s initiative to exercise oversight authority of the executive branch. Parliament met Mission targets for 1998, amending or initiating two pieces of legislation. The amended piece of legislation (originally passed in 1997) creates the Parliamentary Commission – USAID’s chief parliamentary counterpart -- and establishes a separate operating budget for Parliament. These two pieces of legislation comprise the only private member bills either passed or introduced by Parliament in its history. In total, Parliament either rejected or significantly amended seven pieces of executive-sponsored legislation, against the target of five. Through USAID support, Parliament finalized a three-year Modernization Plan, which established a strategy to strengthen capacity. Parliament has embraced USAID’s activities and, during the year, began utilizing its own resources to fill about 50 new staff positions. Many of these positions will provide staffing for the USAID-funded Information and Research Center and the library. During the last quarter of the year, Parliament selected appropriate space within their building to house the Center and library. Procurement of Center/library equipment, materials and publications began in December. The Center/library will open officially in April 1999 upon completion of a satellite system and Internet connectivity. As a result of Parliament’s greater oversight activities, the Mission expects an increase in the number of Parliament-initiated private member bills, and an increase in the number of executive sponsored bills which Parliament significantly reviews.

*Judicial Capacity Building.* Performance of USAID/Uganda’s activities in the legal sector is captured by indicators that measure progress in the codification process, quality of legal training and access to legal information. The codification activities continued to make significant progress. In December 1998, through USAID’s assistance, one-third of Uganda’s existing laws (over 8,000 pages of text) were reviewed, analyzed and re-codified. This is a major effort undertaken by the Uganda Law Reform Commission and The William Mitchell College of Law in Minnesota. Thousands of laws, beginning with the last codified version of 1964, have been reviewed, analyzed and reconciled along with their amendments and, in many cases, subsequent conflicting uncoded changes caused by numerous governments and Uganda’s colonial heritage. It is expected that the remainder of the codification process will be less tedious, as the major reconciliations have already taken place. The activity is expected to begin scanning the laws into the computer, rather than using university students to input data by hand, thereby moving the process closer to completion.

In December, USAID began implementing two legal education activities. A grant was awarded to Makerere University undergraduate law school to establish a legal resource center, which will provide 200 students and 30 faculty members with access to worldwide legal information, including access to commercial laws which can serve as a starting point for commercial law reform in Uganda. Procurement of technological inputs is ongoing and the center should be complete by mid-1999. The Mission also awarded a grant to the Law Development Center to establish the first and only graduate level clinical legal education program in Uganda. USAID and Ford Foundation have jointly funded the LDC which has completed the building that houses the program, hired staff, and allowed the completion of a stakeholder workshop to finalize plans for the complete integration of the program as a mandatory part of the Law Development Center curriculum by 2000. Beginning in April 1999, approximately 400 cases a year will be handled by the program, serving the dual purpose of providing hands-on training to graduate level law students, and providing legal aid to two traditionally under-served populations -- petty criminals awaiting trial and children caught up in the legal system. In 1999, the Mission will award a grant to Georgetown University Law School to train Ugandan women lawyers in legal advocacy.

**Possible Adjustments to Plans:** Two key issues likely to impact on the political landscape include corruption and the referendum. Corruption continues to be a major political issue with the donors, Parliament and Ugandans in general. At the Consultative Group meeting held in December 1998, the donors strongly criticized the GOU for lack of progress over the previous year. Although there have been several high level resignations and censures, no minister has ever been prosecuted, while few cases of indictments have found their way to the courts. The other major topic currently under debate in Uganda is the upcoming referendum to be held in the year 2000. In July 2000, Ugandans will go to the polls to vote on the type of political system ("movement" versus multiparty) they prefer to lead them into the next century. Constitutional provisions allow canvassing of views by political organizations during the year leading up to the referendum, beginning July 1999. In late December, the GOU gazetted the Political Organizations Bill that will provide the legal framework for the canvassing period. The Mission understands that the second piece of legislation covering this process -- the referendum legislation -- is expected to be gazetted in early 1999. USAID is working closely and collaboratively with other USG agencies at post in developing a USG approach to this issue. A strategy has been submitted to State/W for approval.

**Other Donor Programs:** USAID is currently the only donor supporting activities directly with Parliament, which may be complemented by Great Britain; Germany and Denmark have funded training and study tours in the past. Great Britain is also a funding partner in the legal codification project. Other donors provide support to: the judiciary, such as the provision of computers and computer training to High Court judges, and the Legal Aid Clinic at the Law Development Center; individual district local governments; and individual civil society organizations.

**Major Contractors and Grantees:** The Research Foundation of the State University of New York; the William Mitchell College of Law in St. Paul Minnesota; Georgetown University Law School; the Uganda Law Reform Commission; the Uganda Law Development Center Legal Aid Clinic; and Makerere University.



## Strategic Objective 5 Performance Data Tables

<b>OBJECTIVE:</b> Civic Pluralism Expanded and Constitutional Checks and Balances Implemented <b>APPROVED:</b> December 30, 1998 (revised framework approval) <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> SO 5			
<b>INDICATOR:</b> Parliament addresses and acts on alleged abuses of government authority taking place in the executive, legislative and judicial branches of government.			
<b>UNIT OF MEASURE:</b> Number of times oversight power (described below) used.  <b>SOURCE:</b> Parliamentary Hansard (minutes); media reports; Parliamentary committee reports.  <b>INDICATOR DESCRIPTION:</b> Number of times Parliament uses its oversight functions. Although this indicator includes active investigations of Ministers, it is broader and also includes investigatory work by Parliamentary committees e.g., Parliament acting to clear ministers and executive branch employees who have been accused of wrongdoing; holding public hearings; and the investigation of activities by ministries (i.e., are they doing what they are supposed to be doing with budgeted funds).  <b>COMMENTS:</b> Baseline year is 1997. Project implementation began in October 1998. The data reported for 1998 include the following: (1) the Presidential Advisor for the Ministry of Defense resigned after investigation; (2) the Minister of State for Privatization resigned after investigation; (3) an executive branch employee, the Executive Director of the Privatization Unit, resigned after investigation; (4) the Minister of Transportation was acquitted of wrongdoing after investigation; (5) the Minister of Justice and Constitutional Affairs was acquitted of wrongdoing after investigation; (6) the Minister of State for Planning is the subject of an on-going investigation; (7) there is an on-going investigation into the misuse of funds set aside to build valley dams in the Department of Agriculture and Fisheries (the Vice President has been questioned); (8) there is an on-going investigation of the privatization of Uganda Commercial Bank; and (9) there is an on-going investigation of the purchase and use of army helicopters in the Democratic Republic of Congo (the Chief of Military Intelligence is being questioned). It appears that this unexpectedly high level of activity is due to converging factors: President Museveni's push to have government parastatals privatized, and the accompanying level of privatization activity, combined with a recent focus on corruption (spawned by the CG statement on corruption, and the GOU's new public commitment to battle corruption). The Parliamentary Committee on Privatization substantially reviewed and examined the privatization process where there were several allegations of corruption. Parliament halted the process until completion of the review. Parliament also substantially reviewed the award of a major power contract to AES Nile Power Company over potential environmental issues for the new power station. The GOU has attempted to deal with the allegations of corruption by creating a Ministry of Ethics and Integrity, housed in the Office of the President, and strengthening other anti-corruption agencies such as the Inspector General of Government and the Department of Public Prosecutions.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	1	1 (censure)
	1998	6	9
	1999	7	
	2000	8	
	2001	10	
	2002	13	

<b>OBJECTIVE:</b> Civic Pluralism Expanded and Constitutional Checks and Balances Implemented <b>APPROVED:</b> December 30, 1998 (revised framework approval) <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> IR 5.3 Enhanced Capacity of Parliament to Perform Legislative Branch Functions			
<b>INDICATOR:</b> Number of executive branch bills substantially reviewed.			
<b>UNIT OF MEASURE:</b> Number of bills  <b>SOURCE:</b> Parliamentary Hansard (minutes)  <b>INDICATOR DESCRIPTION:</b> Number of executive branch sponsored bills, which are substantially amended either in committee or before the full Parliament, or which are voted down by the full Parliament.  <b>COMMENTS:</b> Project implementation began in October 1998. Parliament's staff has been trained to collect the necessary data, at the request of Parliament itself. During 1998, the executive branch sponsored twenty pieces of legislation before Parliament, of which seven were amended or rejected by Parliament. (In 1997, 10 bills were sponsored and 4 amended). The seven 1998 executive sponsored bills amended or rejected by Parliament in 1998 include the following: <b>(A) bills rejected:</b> 1 -- The Electricity Amendment Bill; <b>(B) bills significantly amended:</b> 6 -- (1) The Dairy Industry Bill; (2) The Traffic and Road Safety Bill; (3) The Uganda National Institute of Special Education Bill; (4) The Land Bill; (5) The Finance Bill; and (6) The Presidential Emoluments and Benefits Bill. Debate surrounding amendments was considerably lengthier this year over last year. For example, debate surrounding the Land Bill, that restructured Uganda's land tenure system, extended for almost six months. Debate concerning the Presidential Emoluments Bill continued for almost three months; parliament concluded the debate by refusing to increase the President's salary.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	4	4
	1998	5	7
	1999	8	
	2000	10	
	2001	13	
	2002	15	

<b>OBJECTIVE:</b> Civic Pluralism Expanded and Constitutional Checks and Balances Implemented <b>APPROVED:</b> December 30, 1998 (revised framework approval) <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> IR 5.3.1 Enhanced Capacity of Parliament to Draft/Oversee/Revise Legislation			
<b>INDICATOR:</b> Number of Parliament-initiated bills introduced and/or passed			
<b>UNIT OF MEASURE:</b> Number of bills  <b>SOURCE:</b> Parliamentary Hansard (minutes)  <b>INDICATOR DESCRIPTION:</b> Number of bills initiated by Members of Parliament (private member bills).  <b>COMMENTS:</b> Baseline year is 1997. Project implementation began in October 1998. Parliament's own staff has been trained to collect the necessary data, at the request of Parliament itself. The only private member bill passed in 1998 was the amendment to one of the two bills passed in 1997. The original piece of 1997 legislation created the Parliamentary Commission and established Parliament's operating budget. The amendment passed in 1998 allowed Parliament to hire its own permanent staff, which is separate and apart from government staff hired under the normal civil service administration. This allows Parliament to retain its staff, even in the face of government ordered civil service cut backs. Parliament initiated these pieces of legislation in addition to addressing the legislation sponsored by the executive branch (twenty such bills in 1998).	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	0	2 (both introduced and passed)
	1998	2	2 (2 introduced, of which only 1 passed. 1 that passed amended 1997 legislation)
	1999	3	
	2000	5	
	2001	7	

<b>OBJECTIVE:</b> Civic Pluralism Expanded and Constitutional Checks and Balances Implemented <b>APPROVED:</b> December 30, 1998 (revised framework approval) <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> IR 5.4 Increased Effectiveness of Justice System			
<b>INDICATOR:</b> All existing laws compiled and available.			
<b>UNIT OF MEASURE:</b> Percent  <b>SOURCE:</b> Uganda Law Reform Commission and Uganda Law Revision Commission; William Mitchell College of Law, St. Paul Minnesota.  <b>INDICATOR DESCRIPTION:</b> Coherent re-codified legal codes exist and are available to legal practitioners, the judiciary, and the legislature.  <b>COMMENTS:</b> Re-codification is an extremely painstaking and time-consuming process. Starting with the last time Uganda had a printed code, 1964, each individual law must be amended to integrate any changes made to it since its passage, which for older laws can be numerous considering the multiple governments that were in power since the law's original passage. Out of date laws must be repealed, requiring action by Parliament. Each law must be renumbered, cross referenced, divided into under their appropriate titles, have a history prepared, be standardized into one format, and finally proofread and codified. The effect of newly passed legislation must be traced all the way back to Uganda's original statutes, to see if the new legislation changes anything in previous legislation. The Commissioners are handling not only all of Uganda's laws, (approximately 1020 different statutes) but are also re-codifying all 5260 of Uganda's statutory instruments and legal notices (the equivalent of U.S. administrative regulations).  Approximately 1/3 of Uganda's existing legal code has been re-codified. This effort represents completion of over half of the necessary work, as the bulk of the oldest laws (the 1964 compilation) have been analyzed. Completion is scheduled for 2000. Initial work in 1997 was delayed, as the Commissioners working on the re-codification are not empowered to make substantive changes to the laws – they can only recommend them, and then Parliament must act to make the change. Further, the Commissioners are required to obtain answers to any textual questions from the Uganda Law Reform Commission. Until these two bodies had internalized these processes, work progressed very slowly. However, the process is now functioning as it should, and progress is now on track.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	25%	100 chapters of 1964 laws.
	1998	33% (all of laws up to 1964)	33% (all of laws up to 1964)
	1999	60%	
	2000	100%	

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***SPECIAL OBJECTIVE # 1: IMPROVED FOUNDATION FOR  
REINTEGRATION OF TARGETED AREAS OF NORTHERN UGANDA***

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**Summary Statement:** The Special Objective (SpO), *Improved foundation for reintegration of targeted areas of Northern Uganda*, was approved during September 1998. Because the SpO is new, the Mission will report on progress of bilateral activities and will capture results in next year's R4. The SpO relates to the MPP Goal of Humanitarian Assistance.

**Background:** In last year's R4, the Mission presented a request to create a Special Objective for transition activities in Northern Uganda. The program, approved five months ago, will improve the economic and social foundations of targeted areas of northern Uganda such that upon establishment of a lasting stability, affected populations will be able to more effectively participate and benefit from USAID/Uganda's national sustainable development programs. Because conditions throughout the North vary, the SpO encompasses emergency and transition activities that address a broad range of needs of affected populations and provide a link between relief and development.

**Key Results/Ultimate Customers:** The primary result at the objective level is completing the transition from a primarily emergency context to primarily sustainable development. The three key intermediate results that contribute to the objective focus on critical emergency needs, household food security, and awareness and capacity to resolve and prevent disputes. Ultimate customers include approximately 350,000 internally displaced persons (IDPs); 160,000 Sudanese refugees; approximately 20,000 subsistence families faced with chronic food insecurity; 1500 returned abducted children and their families and communities; and 50,000- 75,000 persons affected by disputes between tribes/clans.

**Performance and Prospects:** The Mission will measure progress of the Special Objective by the indicator "Number of USAID-funded sustainable development activities that continue in the North." This indicator captures the transition focus of the objective; that is, as the foundation for reintegration improves, the Mission expects more long-term sustainable development activities to be implemented successfully in the North. Currently, the Mission has 25 sustainable development activities in northern districts. The Mission is dropping the indicators "Increased Rural Household Incomes" and "Number of IDPs" because, given the limited scope and breadth of the SpO program, these indicators are too broad and thus fall outside our manageable interest.

***Critical Emergency Needs.*** Part of this result is met through the interventions of OFDA and FFP, programs that are funded and managed out of Washington but monitored by the Mission. This past year, USAID/OFDA increased access to basic emergency needs by tripling the number of people whose critical needs were met over 1997 levels, although still shy of targets by 10,000 people due to problems with security in project-implementation areas. Access to clean water and sanitation, and distribution of seeds and tools met USAID targets in 1998. In addition, a seed bank was developed for non-displaced farmers in conflict areas. All OFDA activities are implemented with the relevant district offices and build the capacity of local district officials to

develop and implement emergency activities. World Food Program, funded primarily by USAID/FFP, distributed 21,044 MT of food assistance to 257,600 displaced persons in 1998. USAID anticipates continued OFDA and FFP presence to meet emergency needs in water/sanitation, health and food assistance during the next year.

One of the larger components of the Mission's program focuses on the recovery of victims of conflict. As a result of an assessment last July, DCOF pledged \$2 million to support returned abducted children and their families in Northern Uganda. Two grant awards are being developed. Activities are aimed at helping children to reunite with their families and communities and to lead productive lives, including vocational training of older youth, education, and working with communities to accept these children. Funding for these activities was pledged by First Lady Hilary Rodham Clinton to support children that had been abducted by Lord's Resistance Army (LRA) rebels, made during President Clinton's visit to Uganda last March.

*Increased Household Food Security.* This activity will generate employment and increase household income, contributing to household food security. The activity represents 50% of the total SpO budget and is, thus, the major component of the SpO. Recommended by Robert Gersony in his 1997 report, *The Anguish of Northern Uganda*, and conceived as a three-year, \$5 million program, the objective is to stimulate local economies disrupted or destroyed by chronic conflict. The Mission is currently developing a Request for Applications (RFA), to be advertised during April 1999 and targeting qualified NGOs experienced in the region. This activity will be implemented in communities in the North, with Gulu/Kitgum as priority areas, for an initial period of two years. The primary IR indicator will be the number of people employed. President Clinton pledged \$2 million in FY 1998 GHAI funding for this activity during his visit.

Three grants currently funded under the Mission's Northern Uganda Food Security (NUFS) activity will be subsumed under the SpO and will contribute to achievement of this IR. The grants support farmers and farmers groups (1) to increase productivity with new seed varieties, new crop strains, and new farming technologies; (2) to improve marketing of local produce; and (3) to develop community-based programs for improving food security in local economies. In 1998, over 854 farmers' groups in Gulu and Kitgum participated in on-farm trials of improved bean varieties and mosaic-resistant cassava and farmers received ten metric tons of bean and sunflower seeds which will be repaid after their harvest. In Kitgum, seven appropriate technology demonstrations were held for over 985 farmers, and seed banks have been introduced to reduce the need for food aid in IDP camps.

*Awareness and Capacity to Resolve and Prevent Disputes.* The Mission anticipates awarding two grants focusing on grass-roots activities in Karamoja to establish open lines of communication and interactions between/among hostile groups, which may subsequently lead to dispute resolution and/or prevention. The Mission has determined that this is the most effective approach for a volatile region, whose people are armed and traditionally engage in raiding cattle from other tribes in Karamoja and Kenya. Peace meetings occur regularly but seem to have little lasting effect. As such, the Mission believes that supporting active, established programs such as alternative education activities for Karamojong children that include dispute resolution will lead

to long-term changes in social behavior that will benefit the people of Karamoja and their neighbors.

**Possible Adjustments to Plans:** This is a three year activity targeting windows of opportunity in the North. We will continue to monitor the situation in the North and work with our partners in developing innovative approaches to implement the activity according to schedule. Security issues may delay implementation and impede oversight and monitoring.

**Other Donor Programs:** The Government of Uganda provides military protection to IDP camps, World Food Program (WFP) food aid convoys, and main access routes. Local district governments direct disaster management committees and coordination of humanitarian activities. Other donors include the Netherlands, the UK, Italy, Germany, Denmark, Norway, the EU, ICRC, UNHCR, UNICEF, UNDP, UN Office of Coordination, UNFAO. Overall donor support is estimated at \$100,000,000 (1996-2000).

## Special Objective Performance Data Tables

<b>OBJECTIVE:</b> Improved Foundation for Reintegration of Targeted Areas of Northern Uganda <b>APPROVED:</b> September 1998 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> Improved Foundation for Reintegration of Targeted Areas			
<b>INDICATOR:</b> The number of USAID-funded sustainable development activities that continue in the North			
<b>UNIT OF MEASURE:</b> Number  <b>SOURCE:</b> USAID sustainable development programs (SO1, SO2, SO3, SO4, SO5)  <b>INDICATOR DESCRIPTION:</b> The number of USAID-funded sustainable development activities implemented successfully in northern districts.  <b>COMMENTS:</b> This indicator captures the transition focus of the objective; that is, as the foundation for reintegration improves, the Mission expects more long-term sustainable development activities to be implemented successfully in the North.  The Mission is dropping the indicators "Increased Rural Household Incomes" and "Number of IDPs" because, given the limited scope and breadth of the SpO program, they are too broad and thus fall outside the Mission's manageable interest.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1998		25
	1999	25	
	2000	27	
	2001	30	



<b>OBJECTIVE:</b> Improved Foundation for Reintegration of Targeted Areas of Northern Uganda <b>APPROVED:</b> September 1998 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> Critical Needs of Targeted Populations Met			
<b>INDICATOR:</b> Number of people whose critical needs have been met			
<b>UNIT OF MEASURE:</b> person  <b>SOURCE:</b> NGO grantees: ACF, IRC, WV, ACORD  <b>INDICATOR DESCRIPTION:</b> Emergency programs directed toward people impacted by conflict. Assistance includes seeds and tools, water, health services and sanitation. Includes displaced persons residing in camps, and non-displaced farmers impacted by conflict. Funded by OFDA. Some program overlap into 1999, thus affecting actual numbers.  <b>COMMENTS:</b> The security situation prevented one grantee from completing its project. A no cost extension is pending with OFDA to complete and expand its emergency relief activities. The targets are based on OFDA maintaining constant funding levels.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	58,000	58,000
	1998	186,000	176,000
	1999	180,000	
	2000	180,000	
	2001	180,000	

<b>OBJECTIVE:</b> Improved Foundation for Reintegration of Targeted Areas of Northern Uganda <b>APPROVED:</b> September 1998 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> 1.1.2 Enhanced Recovery of Victims from Physical and Psychosocial Impacts of Conflict			
<b>INDICATOR:</b> Number of children receiving psychosocial assistance			
<b>UNIT OF MEASURE:</b> number  <b>SOURCE:</b> NGO grantees  <b>INDICATOR DESCRIPTION:</b> Number of children, both former abductees and others exposed to the traumas of living amidst armed conflict, participating in special services. Examples of services include sports, games, music, drama, and painting.  <b>COMMENTS:</b> Two grant awards are being developed, and will be funded by DCOF. DCOF, as a result of an assessment last July, pledged \$2 million to support returned abducted children and their families in Northern Uganda. Activities are aimed at helping children to reunite with their families and communities and to lead productive lives, including vocational training of older youth, education, and working with communities to accept these children. Another indicator will track the capacity of families and communities to recognize and respond to the needs of children affected by armed conflict.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999	250	
	2000	750	
	2001	1,500	

<b>OBJECTIVE:</b> Improved Foundation for Reintegration of Targeted Areas of Northern Uganda <b>APPROVED:</b> September 1998 <b>COUNTRY/ORGANIZATION:</b> USAID/Uganda			
<b>RESULT NAME:</b> 1.3 Increased Awareness and Capacity to Prevent and Resolve Disputes			
<b>INDICATOR:</b> Number of participants in selected activities			
<b>UNIT OF MEASURE:</b> number, cumulative  <b>SOURCE:</b> NGO grantees  <b>INDICATOR DESCRIPTION:</b> Total number of people participating in USAID-funded dispute resolution/prevention activities, including sporting events, community meetings, agricultural events.  <b>COMMENTS:</b> The Mission anticipates awarding two grants focusing on grass-roots activities in Karamoja to establish open lines of communication and interactions between/among hostile groups, which may subsequently lead to dispute resolution and/or prevention. The Mission believes that supporting active, established programs such as alternative education activities for Karamojong children that include dispute resolution will lead to long-term changes in social behavior that will benefit the people of Karamoja and their neighbors.  The Mission anticipates a large ripple effect of this program, so that even though direct participants number under 1000, total numbers benefited at the end of the program will be around 50,000-75,000. Grantees will also be required to assess the impact of activities on participants through the use of surveys, interviews or other methods.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1999	250	
	2000	500	
	2001	750	

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## ***PART III: FY 2001 RESOURCE REQUEST***

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***PROGRAM RATIONALE, PERFORMANCE AND STAFFING***

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**Program Rationale:** USAID/Uganda requests \$51.4 million in FY 2001 resources to continue the excellent program performance and impact as demonstrated in the preceding Results Review. Our five-year strategy to improve Uganda's standard of living promotes economic growth, the core of our portfolio, with agriculture as the cornerstone for investment and rapid economic expansion. In the social sectors, USAID's investments are significant. USAID is the most influential donor in the education sector and our resources have leveraged critical policy reform from the GOU. In the health sector, USAID has succeeded in increasing the use of contraceptives and reducing the spread of HIV/AIDS, important results that will benefit millions of Ugandans. To maintain this momentum and to increase the impact of our program, USAID's request for FY 2000 includes:

**Performance Influence:** The Mission's portfolio is performing well with no poor performers. Resource request levels are based on impressive performance of our portfolio and plans to expand activities in some areas. The FY 2001 request will provide the additional resources required to fully implement these efforts. Specifically, the Mission requests:

- ***SO1: Economic Growth*** - \$16 million in FY 2001 resources to support economic growth activities (\$13 million AG, \$3 million EG). This request is a straight-line of the FY 2000 planning level. In FY 1999, the Mission will develop a strategy to increase trade and investment in Uganda and will develop a proposal for ATRIPS. ATRIPS resources are planned to cover the initial phase of our strategy to focus on developing commodity export clusters to enhance Uganda's competitiveness. This approach is based on the USAID-funded PriceWaterhouseCoopers Competitiveness Study conducted in 1998 and the subsequent USAID-funded visit to the US by 20 high level public and private sector officials to the Harvard University competitiveness course. ATRIPS will provide the seed resources to fund these activities. The higher levels for FY 2000 and FY 2001 will provide the resources required to fully implement a trade and investment program. Further, the request level for FY 2001 brings the Mission up to the original request level for this SO in the CSP.
- ***SO2: Environmental Conservation*** – In FY 1998, USAID/W inadvertently underfunded this SO by \$4 million. To recover these funds, the Mission will require \$8.6 million in FY 2001, a straightlining of FY 2000. With annual obligations of around \$6 million in the past, the additional \$2 million for both years will make up the deficit. This funding level is particularly important as the SO is a major contributor to the Agency's reporting on Greater Horn of Africa Initiative and Global Climate Change Initiative.
- ***SO3: Primary Education*** – The FY 2001 request is \$9 million, roughly the same level as in previous years. The success of the Mission's primary education program to date has been a model. However, new challenges are facing the system as the population continues to grow and place strains on the system. Without a skilled labor base to take advantage of wider economic activities, Uganda will remain one of the poorest countries in the world. In FY 1999, the Mission plans to request \$2 million in Education for Development and Democracy Initiative (EDDI) to focus on investing in more innovative technologies that can address girls' education, technology

transfer and economic growth. In FY 2000, the Mission will develop a follow-on technical assistance activity that will not only build on the success of the past efforts, but identify innovative approaches to system management and delivery of services, focusing on quality of the education system and enhanced competitiveness.

- *SO4: Reproductive Health* - The Mission requests important increases in reproductive health levels for FY 2001. The higher levels will help broaden the Mission's influence to a national level and improve basic health indicators. In the population sector, the Mission requests \$6 million for FY 2000 and FY 2001, a modest increase of 7% over FY 1999 levels. With a 3.1% population growth rate, the Mission must reinforce efforts to increase use of effective modern contraceptives. Further, the Mission is expanding child survival activities to reduce under five mortality. We request \$5 million in FY 2000 and FY 2001, a 51% increase over FY 1999 levels. Key new interventions include Vitamin A fortification, malaria prevention and treatment, and Integrated Management of Childhood Illness (IMCI). Maternal and child mortality indicators are excessively high, even for Africa. The modest request levels for the two years will help reduce these indicators. USAID's investment in reducing HIV/AIDS has produced major results for Uganda by cutting in half new infection rates. To continue supporting the testing and counseling systems already in place, we are requesting \$6 million in both FY 2000 and FY 2001. Finally, in FY 1998, the Mission was shortchanged by \$700,000 for the Lacor Hospital Endowment, a deliverable during the visit of Secretary of State Albright. These resources are required to fully fund the endowment in FY 1999.
- *SO5: Democracy and Governance* - The Mission's request level for FY 2001 is \$1 million, fully funding the objective. However, as discussed in the SO5 results section, in CY 2000, Uganda will hold a referendum to determine which political system will lead the country into the next millenium. The US Mission has not yet determined what assistance the USG will provide; however, we request an additional \$1 million in FY 2000 resources for this purpose.
- *Special Objective: Northern Uganda* - The special objective will be fully funded in FY 2000, if the Mission receives the balance of DCOF funds (\$1 million) and GHAI (\$250,000) promised in FY 1998. Given that the SpO is a three-year activity, scheduled to end in FY 2001, the Mission requests the balance of DCOF and GHAI funds in FY 1999.

***Program Request and Staffing Levels:*** To ensure continued results and program success, USAID/Kampala requests several adjustments. In FY 1999, the Mission requests the creation of two new USDH positions: D/G and PHN. As Uganda moves into a new era of fighting corruption and government inefficiency, the Mission plans to work closely with key donors and the government. In addition, the Mission plans to integrate USAID's population activities into a national program that impacts on the sector more broadly. The Mission is establishing a second TAACS position to support expanded child survival activities. We also request the conversion of the vacant USDH PDO position to a USDH economist. Given the Mission's core economic growth portfolio and our movement into more macro and sectoral activities, an economist can provide consistent economic analysis and develop the Mission's economic policy agenda. Four team leader positions will turn over this summer in education, health, environment and the special objective. We are pursuing several options, discussed under Other Workforce Adjustments, to fill these positions. The Mission's OE requests for FY 1999, FY 2000, and FY 2001 remain within control levels. The Mission is within the pipeline guidelines for all activities.

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**WORKFORCE AND OPERATING EXPENSES**

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**A. Workforce**

- SO1.* No changes contemplated. Mission is recruiting a replacement Private Sector Officer and expects to fill the position in summer 1999.
- SO2.* No changes contemplated. Incumbent PSC may depart in summer 1999 and if so will be replaced by an internationally recruited PSC.
- SO3.* The Mission has a critical USDH vacancy upcoming this summer. We are pursuing four alternatives to filling the position—a continued search for foreign service officer candidates, a search for GS conversions, recruitment of a new external USDH mid-level hire, or recruitment of an education TAACS adviser. If a USDH education officer emerges, that is our preference, however, if for some reason that option does not work out, we will seek a TAACS advisor to fill the gap. For the moment, then, our staffing projection includes both a USDH position and a TAACS advisor. The USDH position continues from previous years and the TAACS advisor position starts in FY1999. Our intent is to fill one or the other of these positions, but not both.
- SO4.* We have 1 USDH PHN position and are requesting an additional USDH PHN position. This is required to manage what we are planning as a substantially increased level of effort within SO4. Right now, much of Uganda's economic growth is offset by extraordinarily high levels of population growth. Substantial sustained investment in child survival and family planning is needed to get birth rates in Uganda moving downward. USAID is the premier source of leadership, expertise, and resources in these key development areas. This additional USDH position, to begin in FY2000, will also provide a Uganda assignment option for our current IDI upon completion of her current two year in-country IDI program.

We are also establishing an additional TAACS position, beginning in FY1999, to support programming in child survival with a focus on infectious diseases. This is additional to the existing TAACS position for an HIV/AIDS advisor. The second TAACS advisor is required to provide the critical mass of technical expertise and management capacity needed to achieve high levels of impact on health and population issues in Uganda.

- SO5.* Governance and democracy issues are rapidly growing in salience and complexity. The demand for USG and USAID leadership in this area is intense and growing. In FY 1999, the Mission begins implementation of activities to support the decentralization process in Uganda. These activities represent the bulk of our efforts in this area and require additional USAID leadership to oversee implementation and the multi-faceted discussions with other donors and government that come along with it. Accordingly we are seeking a USDH DG officer to manage SO5, beginning in FY2000.

*Economist.* The Mission has a vacant PDO slot, unfilled last year. We have submitted a revised spar for an economist position to be advertised and filled in FY1999. Uganda is entering a critical period in terms of national economic policy, particularly as this influences trade, investment, diversification, private sector growth, and financial sector development. This interlinked set of issues demands strong and consistent economic analysis, coupled with sensitive dialogue with government and other donors.

*SpO1.* Our Special Objective addressing development needs in Uganda's northern districts has been developed with the assistance of an AAAS Fellow partially funded through GHAI. At this point the program is set to grow rapidly, with a corresponding need for direct management. The Mission intends to recruit a USPSC to manage this program beginning in FY1999 (partially funded by GHAI). With respect to implementation, last year's plan was to implement a major part of SpO by hiring 3 USPSCs to directly provide cash grants to stimulate the northern economy. Upon reflection we are adjusting that plan to reduce security risks and increase accountability. We will implement the program through NGOs already present in the north and familiar with circumstances there. Therefore there is no longer a need for 3 USPSCs to implement the program.

*FSN Maintenance Staff.* The Mission has been carrying a relatively large day laborer workforce for some time. To some extent, this is a holdover from the time when the Mission managed a pool of 50-60 houses. To reduce costs we are reducing the day laborer workforce. A small number of qualified FSNPSC staff will fill the remaining gap.

## B. Operating Expenses

The Mission's target level for FY2000 and FY2001 is straightlined from the FY1999 level of \$3,600,000 in appropriated funds and \$1,000,000 in trust funds. The FY1999 level has been adjusted to include \$153,500 for security expenses already funded. It also includes \$800,000 for building security enhancements recommended by IG/SEC, including \$90,000 for security-related telecommunications enhancements recommended by IRM. The FY2000 request level reflects our request for two additional USDH positions. Overall, our request level reflects five factors.

1. Security. In response to the threat of terrorist action, USAID/Kampala must undertake substantial expenditures to enhance physical security at two locations (main office and warehouse). This includes the fabrication of vehicle barriers, building alterations, construction of strengthened walls and gates, the leasing of adjacent properties, hiring additional security guards, purchase of specialized equipment, and other security improvements. Although there are plans now being prepared for USAID to collocate with other USG agencies in a new compound, that facility will not be ready for at least two to four years, even if construction funds were available right now which they are not. Hence the security enhancements at our current locations are unavoidable additional expenses that must be fully reflected in our OE budget in the near-term, both as one-time upfront expenditures and to some extent as recurrent costs. Our security costs are presented here in two phases. The Phase I upgrades are already funded (\$153,500) and the work is underway. An IG/SEC TDY in March 1999 established additional security requirements (Phase II upgrades) which will require an additional amount of approximately



\$800,000 in FY99. Both Phase I and Phase II security upgrades will be completed in FY99. See Security Table attached. These increases are included in the FY1999 level.

Discussions are already underway to identify the initial costs of co-locating with the U.S. Embassy on FBO owned property. This will require budgeting for costs in future years for purchase of a portion of the FBO land, as well as costs to design and construct a new office building on that site.

2. Guard costs. The Embassy guard contract is to be renegotiated this year. The cost, already high, is expected to increase substantially. The U.S. community, unlike other diplomatic communities and the private sector, has been relatively free of residential crime during the past several years—at a time when the general urban crime level is growing. This is attributed to the high quality of the guard service which the Embassy intends to preserve.

3. Inflation. Inflation in Uganda is at comparatively low overall levels, although prices of services and imported goods continue to climb. The Mission is requesting an allowance for inflation slightly above the target levels only on some specific line items likely to be impacted.

4. Telecoms. Discussions with M Bureau have identified USAID/Uganda as a pilot site for a mobile VSAT installation. A sum of \$70,000 has been identified for this purpose. An additional sum of \$20,000 has been identified for VSAT connectivity. Both installations are required to assist the Mission to manage frequent closings and staggered working hours that result from specific security threats. The OE budget for FY1999 includes these funding requirements.

5. Personnel. The FY2000 and FY2001 request levels include costs for the two additional USDH discussed previously.

Four major factors may influence the outcome of OE estimates. The first involves the dynamic security situation in Uganda, and its impact on the Mission's physical plant. This complex situation involves the potential costs associated with planning a relocation to a site being developed for the Embassy; possible temporary relocation of office spaces; the possibility of having to develop a new site entirely; high cost security "fixes" to the existing building; purchases/lease of adjacent property; and combinations of these. The second factor is that the lease on USAID's main building is due for renegotiation in FY2001. It is anticipated the lease cost will increase considerably, reflecting the general upward movement in the value of commercial property in Kampala during the last few years. The third factor stems from the ongoing upgrade of secure radio communications worldwide. Missions have been advised that there is no guarantee all requirements will be met from the special funds that are available. We must anticipate that there will be additional cost implications but at this time there is no way to estimate magnitude. The fourth factor involves the anticipated end of trust fund contributions after FY2001 as a result of the completion of the last NPA activity generating trust funds. It is expected that the final tranche of trust funds of approximately \$800,000 will be received during FY2001 and will assist in offsetting OE expenses into FY2002. For FY2002 and beyond, the absence of trust funds will require an equal increase in appropriated dollars. If NPA is cancelled, then the funds will be needed considerably sooner.

USAID Kampala -21617

**SECURITY TABLE**  
(Modified 3/25/99)

Extraordinary Continuing and One-time Security/Communication Costs (U.S. Dollars)

Security Item	Obj. Code	FY 99*	FY 00	FY 01	Comments
Rents	23.2	82,500	54,000	54,000	adjacent prop.
Guards	25.2	31,000	35,000	40,000	Residential
Generator	31.0	16,000	0	0	new residences
Mylar `	25.4	3,000	0	0	Installation
Steel	25.4	20,000	0	0	plating on win
Utilities	23.3	1,000	2,000	2,000	Residential
<b>SUBTOTAL</b>		<b>153,500</b>			<b>funds received</b>
Guards	25.2	60,000	60,000	60,000	Access control
Walls	25.4	200,000	0	0	Main bldg.
Walls	25.4	80,000	0	0	New properties
Walls	25.4	40,000	0	0	Residence
Access	25.4	80,000	0	0	Pedestrian
Warehouse	25.4	250,000	0	0	Security impr.
VSAT	31.0	90,000	0	0	Fly away link
<b>Subtotal</b>		<b>800,000</b>	<b>151,000</b>	<b>151,000</b>	<b>Requested</b>
<b>Total</b>		<b>953,500</b>	<b>151,000</b>	<b>151,000</b>	<b>FY 99 level increase</b>

\*All costs are included in the FY 1999 Target Level.

(Insert here 'r2ugadat.xls': Resource Request Tables)

# FY 1999 Budget Request by Program/Country

Program/Country: UGANDA  
Approp Acct: DA/CSD  
Scenario

17-Mar-99  
03:18 PM

S.O. # , Title																
FY 1999 Request															Est. S.O. Expenditures	
	Bilateral/Field Spt	Total	Micro-Enterprise	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		Est. S.O. Pipeline End of FY 99
SO 1: Increased Rural Household Incomes																
	Bilateral	12,500	2,927	6,700	2,073								800		16,470	22,689
	Field Spt	0														
		12,500	2,927	6,700	2,073	0	0	0	0	0	0	0	800	0	16,470	22,689
SO 1: Increased Rural Household Incomes																
	PL 480 Title 11	10,400													10,400	0
		0														
		10,400	0	0	0	0	0	0	0	0	0	0	0	0	10,400	0
SO 2: Critical Ecosystems Conserved																
	Bilateral	5,925											5,925		5,500	8,240
	Field Spt	0														
		5,925	0	0	0	0	0	0	0	0	0	0	5,925	0	5,500	8,240
SO 3: Quality Basic Education																
	Bilateral	8,577				8,577									9,500	8,217
	Field Spt	0														
		8,577	0	0	0	8,577	0	0	0	0	0	0	0	0	9,500	8,217
SO 4: Increased Service use for Reproductive, Maternal and Child Health																
	Bilateral	8,840						2,212	1,687		4,441	500			6,100	10,891
	Field Spt	8,050						3,368	1,613		2,569	500			7,400	6,072
		16,890	0	0	0	0	0	5,580	3,300	0	7,010	1,000	0	0	13,500	16,963
SO 5: Demand for Constitutional Checks and Balances																
	Bilateral	2,300												2,300	1,500	5,684
	Field Spt	0														
		2,300	0	0	0	0	0	0	0	0	0	0	0	2,300	1,500	5,684
Sp. O:1 Reintegration of Northern Uganda																
	Bilateral	1,250			1,250										2,500	2,850
	Field Spt	0														
		1,250	0	0	1,250	0	0	0	0	0	0	0	0	0	2,500	2,850
Total Bilateral		39,392	2,927	6,700	3,323	8,577	0	2,212	1,687	0	4,441	500	6,725	2,300	41,570	58,571
Total Field Support		8,050	0	0	0	0	0	3,368	1,613	0	2,569	500	0	0	7,400	6,072
<b>TOTAL PROGRAM</b>		<b>47,442</b>	<b>2,927</b>	<b>6,700</b>	<b>3,323</b>	<b>8,577</b>	<b>0</b>	<b>5,580</b>	<b>3,300</b>	<b>0</b>	<b>7,010</b>	<b>1,000</b>	<b>6,725</b>	<b>2,300</b>	<b>48,970</b>	<b>64,643</b>

FY 99 Request Agency Goal Totals	
Econ Growth	12,950
Democracy	2,300
HCD	8,577
PHN	16,890
Environment	6,725
Program ICASS	0
GCC (from all Goals)	3,950

FY 99 Account Distribution (DA only)	
Dev. Assist Program	27,555
Dev. Assist ICASS	
Dev. Assist Total:	27,555
CSD Program	19,887
CSD ICASS	
CSD Total:	19,887

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

## NOTES:

- 1) Dollars 800,000 environmental earmark funds will be drawn from SO1 activities in the Agricultural sector.
- 2) Dollars 131,000 will be transferred from SO1 funds to the Global Bureau as an OYB transfer.
- 3) Dollars 646,000 (CS) funds for the Lacor Hospital Endowment (a Madeline Albright deliverable Dec. 1997) are not included in the FY 99 Child Survival funds.
- 4) Additional Dollars 1,000,000 in emergency HIV/AIDS funds have been added on to FY 99 NOA OYB for SO4.

# FY 2000 Budget Request by Program/Country

Program/Country: UGANDA  
Approp Acct: DA/CSD  
Scenario

17-Mar-99  
03:18 PM

S.O. # , Title																	
FY 2000 Request															Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 00	
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Increased Rural Household Incomes															Year of Final Oblig:		2,001
	Bilateral	14,350	1,350	13,000											16,000	22,539	
	Field Spt	0															
		14,350	1,350	13,000	0	0	0	0	0	0	0	0	0	0	16,000	22,539	
SO 1: Increased Rural Household Incomes															Year of Final Oblig:		
	PL 480 Title 11	11,000													11,000		
		0															
		11,000	0	0	0	0	0	0	0	0	0	0	0	0	11,000	0	
SO 2: Critical Ecosystems Conserved															Year of Final Oblig:		2,001
	Bilateral	8,600											8,600		9,679	8,898	
	Field Spt	0															
		8,600	0	0	0	0	0	0	0	0	0	0	8,600	0	9,679	8,898	
SO 3: Quality Basic Education															Year of Final Oblig:		2,001
	Bilateral	10,100				10,100									10,000	8,317	
	Field Spt	0															
		10,100	0	0	0	10,100	0	0	0	0	0	0	0	0	10,000	8,317	
SO 4: Increased Use for Reproductive,Maternal and Child Health															Year of Final Oblig:		2,001
	Bilateral	7,868						2,200	2,164	300	3,004	200			7,200	11,559	
	Field Spt	5,232						3,200	136	300	1,396	200			6,348	4,956	
		13,100	0	0	0	0	0	5,400	2,300	600	4,400	400	0	0	13,548	16,515	
SO 5: Demand for Constitutional Checks and Balances															Year of Final Oblig:		2,001
	Bilateral	1,700												1,700	2,500	4,884	
	Field Spt	0															
		1,700	0	0	0	0	0	0	0	0	0	0	0	1,700	2,500	4,884	
Sp .01: Reintegration of Northern Uganda															Year of Final Oblig:		2,000
	Bilateral	1,500			1,500										3,500	850	
	Field Spt	0															
		1,500	0	0	1,500	0	0	0	0	0	0	0	0	0	3,500	850	
Total Bilateral		44,118	1,350	13,000	1,500	10,100	0	2,200	2,164	300	3,004	200	8,600	1,700	48,879	57,047	
Total Field Support		5,232	0	0	0	0	0	3,200	136	300	1,396	200	0	0	6,348	4,956	
TOTAL PROGRAM		49,350	1,350	13,000	1,500	10,100	0	5,400	2,300	600	4,400	400	8,600	1,700	55,227	62,003	

FY 00 Request Agency Goal Totals	
Econ Growth	15,850
Democracy	1,700
HCD	10,100
PHN	13,100
Environment	8,600
Program ICASS	0
GCC (from all Goals)	5,733

FY 00 Account Distribution (DA only)	
Dev. Assist Program	26,150
Dev. Assist ICASS	
Dev. Assist Total:	26,150
CSD Program	22,200
CSD ICASS	
CSD Total:	22,200

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2001 Budget Request by Program/Country

Program/Country:

Approp Acct: DA/CSD

Scenario

17-Mar-99

03:18 PM

S.O. # , Title																	
FY 20001 Request															Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 01	Future Cost (POST- 2001)
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Increased Rural Household Incomes															Year of Final Oblig: 2,001		
	Bilateral Field Spt	16,000	1,500	13,000	1,500										16,000	22,539	0
		0															
		16,000	1,500	13,000	1,500	0	0	0	0	0	0	0	0	0	16,000	22,539	0
SO 1:Increased Rural Household Incomes.															Year of Final Oblig:		
PL 480	Title 11	11,000													11,000	10,000	0
		0															
		11,000	0	0	0	0	0	0	0	0	0	0	0	0	11,000	10,000	0
SO 2 : Critical Ecosystems Conserved															Year of Final Oblig: 2,001		
	Bilateral Field Spt	7,396											7,396		9,084	7,211	
		0															
		7,396	0	0	0	0	0	0	0	0	0	0	7,396	0	9,084	7,211	0
SO 3: Quality Basic Education															Year of Final Oblig: 2,001		
	Bilateral Field Spt	9,000				9,000									8,000	9,317	3,000
		0															
		9,000	0	0	0	9,000	0	0	0	0	0	0	0	0	8,000	9,317	3,000
SO 4: Increased use for Reproductive,Maternal and Child Health															Year of Final Oblig: 2,001		
	Bilateral Field Spt	11,180						3,681	3,256	300	3,743	200			8,500	13,737	3,002
		6,820						2,319	1,744	300	2,257	200			7,044	3,788	(14,722)
		18,000	0	0	0	0	0	6,000	5,000	600	6,000	400	0	0	15,544	17,525	(11,720)
SO 5: Demand for Constitutional Checks and Balances.															Year of Final Oblig: 2,001		
	Bilateral Field Spt	1,000												1,000	3,000	2,884	0
		0															
		1,000	0	0	0	0	0	0	0	0	0	0	0	1,000	3,000	2,884	0
Sp.O Reintegration of Northern Uganda															Year of Final Oblig: 2,000		
	Bilateral Field Spt														850		
		0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	850	0	0
Total Bilateral		44,576	1,500	13,000	1,500	9,000	0	3,681	3,256	300	3,743	200	0	1,000	47,350	58,477	6,002
Total Field Support		6,820	0	0	0	0	0	2,319	1,744	300	2,257	200	0	0	7,044	3,788	(14,722)
TOTAL PROGRAM		51,396	1,500	13,000	1,500	9,000	0	6,000	5,000	600	6,000	400	0	1,000	54,394	62,265	(8,720)

FY 01 Request Agency Goal Totals	
Econ Growth	16,000
Democracy	1,000
HCD	9,000
PHN	18,000
Environment	7,396
Program ICASS	0
GCC (from all Goals)	4,931

FY 01 Account Distribution (DA only)	
Dev. Assist Program	24,396
Dev. Assist ICASS	
Dev. Assist Total:	24,396
CSD Program	27,000
CSD ICASS	
CSD Total:	27,000

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

Workforce Tables

Org21617 -Kampala End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 1999 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: I/</b>																
U.S. Direct Hire	2	0	1	1	0.5	0	0	4.5	3.5	1	1	1	0	0	6.5	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	1	2	0	0	0	3	3
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN-PSC	4	1	1	1	1	0	0	8	7	16	50	3	0	0	76	84
Subtotal	6	1	2	2	1.5	0	0	12.5	10.5	18	53	4	0	0	85.5	98
<b>Program Funded I/</b>																
U.S. Citizens	1	2	0	1	1.5	0	0	5.5	0.5	0	0	0	0	0	0.5	6
FSNs/TCNs -PSCs	4	1	1	3	0	0	0	9	0	0	11	0	0	0	11	20
Subtotal	5	3	1	4	1.5	0	0	14.5	0.5	0	11	0	0	0	11.5	26
Total Direct Workforce	11	4	3	6	3	0	0	27	11	18	64	4	0	0	97	124
TAACS/PASA	0	0	1	2	0	0	0	3	0	0	0	0	0	0	0	3
Fellows	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	1
IDIs	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	0	1	3	0	1	0	5	0	0	0	0	0	0	0	5
<b>TOTAL WORKFORCE</b>	11	4	4	9	3	1	0	32	11	18	64	4	0	0	97	129

Workforce Tables

	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2000 Target</b>																
<b>OE Funded: I/</b>																
U.S. Direct Hire	2	0	1	1	0.5	0	0	4.5	3.5	1	1	1	0	0	6.5	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	1	2	0	0	0	3	3
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN	4	1	1	1	1	0	0	8	7	16	50	3	0	0	76	84
Subtotal	6	1	2	2	1.5	0	0	12.5	10.5	18	53	4	0	0	85.5	98
<b>Program Funded I/</b>																
U.S. Citizens	1	2	0	1	1.5	1	0	6.5	0.5	0	0	0	0	0	0.5	7
FSNs/TCNs-PSCs	4	1	1	3	0	0	0	9	0	0	11	0	0	0	11	20
Subtotal	5	3	1	4	1.5	1	0	15.5	0.5	0	11	0	0	0	11.5	27
Total Direct Workforce	11	4	3	6	3	1	0	28	11	18	64	4	0	0	97	125
TAACS/PASA	0	0	1	2	0	0	0	3	0	0	0	0	0	0	0	3
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	0	1	3	0	0	0	4	0	0	0	0	0	0	0	4
<b>TOTAL WORKFORCE</b>	<b>11</b>	<b>4</b>	<b>4</b>	<b>9</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>32</b>	<b>11</b>	<b>18</b>	<b>64</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>97</b>	<b>129</b>

<b>FY 2000 Request</b>																
<b>OE Funded: I/</b>																
U.S. Direct Hire	2	0	1	2	1.5	0	0	6.5	3.5	1	1	1	0	0	6.5	13
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	1	2	0	0	0	3	3
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN	4	1	1	1	1	0	0	8	7	16	50	3	0	0	76	84
Subtotal	6	1	2	3	2.5	0	0	14.5	10.5	18	53	4	0	0	85.5	100
<b>Program Funded I/</b>																
U.S. Citizens	1	2	0	1	1.5	1	0	6.5	0.5	0	0	0	0	0	0.5	7
FSNs/TCNs-PSCs	4	1	1	3	0	0	0	9	0	0	11	0	0	0	11	20
Subtotal	5	3	1	4	1.5	1	0	15.5	0.5	0	11	0	0	0	11.5	27
Total Direct Workforce	11	4	3	7	4	1	0	30	11	18	64	4	0	0	97	127
TAACS/PASA	0	0	1	2	0	0	0	3	0	0	0	0	0	0	0	3
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	0	1	3	0	0	0	4	0	0	0	0	0	0	0	4
<b>TOTAL WORKFORCE</b>	<b>11</b>	<b>4</b>	<b>4</b>	<b>10</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>34</b>	<b>11</b>	<b>18</b>	<b>64</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>97</b>	<b>131</b>

Workforce Tables

Org 21617-Kampala End of year On-Board								Total SO/SpO Staff							Total Mgmt.	Total Staff
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2		Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
<b>OE Funded: I/</b>																
U.S. Direct Hire	2	0	1	1	0.5	0	0	4.5	3.5	1	1	1	0	0	6.5	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	1	2	0	0	0	3	3
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN	4	1	1	1	1	0	0	8	7	16	50	3	0	0	76	84
Subtotal	6	1	2	2	1.5	0	0	12.5	10.5	18	53	4	0	0	85.5	98
<b>Program Funded I/</b>																
U.S. Citizens	1	2	0	1	1.5	1	0	6.5	0.5	0	0	0	0	0	0.5	7
FSNs/TCNs -PSCs	4	1	1	3	0	0	0	9	0	0	11	0	0	0	11	20
Subtotal	5	3	1	4	1.5	1	0	15.5	0.5	0	11	0	0	0	11.5	27
Total Direct Workforce	11	4	3	6	3	1	0	28	11	18	64	4	0	0	97	125
TAACS/PASA	0	0	1	2	0	0	0	3	0	0	0	0	0	0	0	3
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	1	2	0	0	0	3	0	0	0	0	0	0	0	3
<b>TOTAL WORKFORCE</b>	<b>11</b>	<b>4</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>31</b>	<b>11</b>	<b>18</b>	<b>64</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>97</b>	<b>128</b>

<b>FY 2001 Request</b>																
<b>OE Funded: I/</b>																
U.S. Direct Hire	2	0	1	2	1.5	0	0	6.5	3.5	1	1	1	0	0	6.5	13
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	1	2	0	0	0	3	3
FSN/TCN Direct Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other FSN/TCN	4	1	1	1	1	0	0	8	7	16	50	3	0	0	76	84
Subtotal	6	1	2	3	2.5	0	0	14.5	10.5	18	53	4	0	0	85.5	100
<b>Program Funded I/</b>																
U.S. Citizens	1	2	0	1	1.5	1	0	6.5	0.5	0	0	0	0	0	0.5	7
FSNs/TCNs	4	1	1	3	0	0	0	9	0	0	11	0	0	0	11	20
Subtotal	5	3	1	4	1.5	1	0	15.5	0.5	0	11	0	0	0	11.5	27
Total Direct Workforce	11	4	3	7	4	1	0	30	11	18	64	4	0	0	97	127
TAACS/PASA	0	0	1	2	0	0	0	3	0	0	0	0	0	0	0	3
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	1	2	0	0	0	3	0	0	0	0	0	0	0	3
<b>TOTAL WORKFORCE</b>	<b>11</b>	<b>4</b>	<b>4</b>	<b>9</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>33</b>	<b>11</b>	<b>18</b>	<b>64</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>97</b>	<b>130</b>



Workforce

MISSION : **21617 USAID KAMPALA, UGANDA**

**USDH STAFFING REQUIREMENTS BY SKILL CODE**

<b>BACKSTOP (BS)</b>	<b>NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999</b>	<b>NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000</b>	<b>NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001</b>	<b>NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002</b>
01 SMG	2	2	2	2
02 Program Officer	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary				
10 Agriculture				
11 Economics	1	1	1	1
12 GDO	2	2	2	2
12 Democracy	0	1	1	1
14 Rural Development				
15 Food for Peace				
21 Private Enterprise	1	1	1	1
25 Engineering				
40 Environment				
50 Health/Pop.	1	2	2	2
60 Education				
75 Physical Sciences				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt	1	1	1	1
94 PDO				
95 IDI	1	1		
Other*				
<b>TOTAL</b>	<b>12</b>	<b>14</b>	<b>13</b>	<b>13</b>

Please e-mail this worksheet  
in either Lotus or Excel to:  
Maribeth Zankowski  
@hr.ppim@aidw  
as well as include it with  
your R4 submission.

\*please list occupations covered by other if there are any

## Operating Expenses

Org. Title: USAID KAMPALA		Overseas Mission Budgets														
Org. No:	21617	FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	213	0	213	190	0	190	200	0	200	190	0	190	210	0	210
11.8	FN PSC Salaries	1233	0.1	1233.1	1310	0	1310	1356	0	1356	1390	0	1390	1492	0	1492
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	1446	0.1	1446.1	1500	0	1500	1556	0	1556	1580	0	1580	1702	0	1702
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	82.7	0	82.7	65	0	65	75	0	75	65	0	65	80	0	80
12.1	Cost of Living Allowances	31.5	0	31.5	33	0	33	38	0	38	34	0	34	38	0	38
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	5.4	0	5.4	6	0	6	6	0	6	6	0	6	6	0	6
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Other FNDH Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	US PSC Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Other FN PSC Benefits	45	152	197	50	160	210	55	160	215	50	160	210	60	160	220
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	164.6	152	316.6	154	160	314	174	160	334	155	160	315	184	160	344
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	45	0	45	45	0	45	45	0	45	50	0	50	50	0	50
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## Operating Expenses

Org. Title: Org. No: OC		USAID KAMPALA 21617		Overseas Mission Budgets															
				FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request			
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	
21.0	Post Assignment Travel - to field	23.6	0	23.6	20	0	20	25	0	25	25	0	25	30	0	30			
21.0	Assignment to Washington Travel	2.2	0	2.2	3	0	3	3	0	3	3	0	3	3	0	3			
21.0	Home Leave Travel	41.5	0	41.5	35	0	35	38	0	38	40	0	40	43	0	43			
21.0	R & R Travel	56.2	0	56.2	55	0	55	60	0	60	60	0	60	65	0	65			
21.0	Education Travel	4	0	4	4	0	4	4	0	4	6	0	6	6	0	6			
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
21.0	Retirement Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
21.0	Other Mandatory/Statutory Travel	41.3	0	41.3	35	0	35	35	0	35	35	0	35	35	0	35			
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line					
21.0	Site Visits - Headquarters Personnel	13.5	0	13.5	10	0	10	10	0	10	12	0	12	12	0	12			
21.0	Site Visits - Mission Personnel	30	0	30	30	0	30	30	0	30	30	0	30	30	0	30			
21.0	Conferences/Seminars/Meetings/Retreats	50	0	50	50	0	50	50	0	50	50	0	50	50	0	50			
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
21.0	Other Operational Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Subtotal OC 21.0		307.3	0	307.3	287	0	287	300	0	300	311	0	311	324	0	324			
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line					
22.0	Post assignment freight	215	0	215	220	0	220	260	0	260	210	0	210	220	0	220			
22.0	Home Leave Freight	30	0	30	25	0	25	30	0	30	25	0	25	30	0	30			
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
22.0	Transportation/Freight for Office Furniture/Equip.	50	0	50	55	0	55	55	0	55	60	0	60	60	0	60			
22.0	Transportation/Freight for Res. Furniture/Equip.	40	0	40	35	0	35	35	0	35	35	0	35	35	0	35			
Subtotal OC 22.0		335	0	335	335	0	335	380	0	380	330	0	330	345	0	345			
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line					
23.2	Rental Payments to Others - Office Space	45	213	258	45	213	258	45	213	258	45	213	258	150	213	363			
23.2	Rental Payments to Others - Warehouse Space	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
23.2	Rental Payments to Others - Residences	315.5	0	315.5	233	0	233	335	0	335	235	0	235	340	0	340			
Subtotal OC 23.2		360.5	213	573.5	278	213	491	380	213	593	280	213	493	490	213	703			
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line					
23.3	Office Utilities	0	24.2	24.2	0	26	26	5	26	31	0	28	28	5	28	33			
23.3	Residential Utilities	0	35	35	0	38	38	10	38	48	0	40	40	10	40	50			
23.3	Telephone Costs	48.3	46.6	94.9	48	46	94	48	46	94	45	48	93	45	48	93			
23.3	ADP Software Leases	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
23.3	Postal Fees (Other than APO Mail)	0.1	0.1	0.2	0.1	0.1	0.2	0.1	0.1	0.2	0.1	0.1	0.2	0.1	0.1	0.2			
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
23.3	Courier Services	6.5	0	6.5	7	0	7	7	0	7	7	0	7	7	0	7			
Subtotal OC 23.3		54.9	105.9	160.8	55.1	110.1	165.2	70.1	110.1	180.2	52.1	116.1	168.2	67.1	116.1	183.2			
24.0	Printing and Reproduction	3.7	3.1	6.8	4	3	7	4	3	7	4	3	7	4	3	7			
Subtotal OC 24.0		3.7	3.1	6.8	4	3	7	4	3	7	4	3	7	4	3	7			

## Operating Expenses

Org. Title: Org. No: OC		USAID KAMPALA 21617		Overseas Mission Budgets												
				FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 25.1		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	135	0	135	145	0	145	170	0	170	150	0	150	175	0	175
25.2	Residential Security Guard Services	256	0	256	225	0	225	300	0	300	230	0	230	310	0	310
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	1.3	0	1.3	1.3	0	1.3	1.3	0	1.3	1.3	0	1.3	1.3	0	1.3
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	0	4	4	0	4	4	0	4	4	0	4	4	0	4	4
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	7.4	7.4	0	8	8	1	8	9	0	8	8	1	8	9
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	2	0	2	2	0	2	2	0	2	2	0	2	2	0	2
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other Miscellaneous Services	0	1.4	1.4	0	2	2	0	2	2	0	2	2	0	2	2
25.2	Staff training contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	ADP related contracts	0.5	4.3	4.8	1	5	6	1	5	6	1	5	6	1	5	6
Subtotal OC 25.2		394.8	17.1	411.9	374.3	19	393.3	475.3	19	494.3	384.3	19	403.3	490.3	19	509.3
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	196.1	0	196.1	196.1	0	196.1	196.1	0	196.1	196.1	0	196.1	196.1	0	196.1
25.3	All Other Services from Other Gov't. accounts	0	26.8	26.8	0	27	27	0	27	27	0	27	27	0	27	27
Subtotal OC 25.3		196.1	26.8	222.9	196.1	27	223.1	196.1	27	223.1	196.1	27	223.1	196.1	27	223.1
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	670	30	700	0	30	30	48	30	78	0	30	30	0	30	30
25.4	Residential Building Maintenance	63	66.1	129.1	0	50	50	25	50	75	0	50	50	10	50	60
Subtotal OC 25.4		733	96.1	829.1	0	80	80	73	80	153	0	80	80	10	80	90
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Storage Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	2	6	8	2	6	8	2	6	8	2	6	8	2	6	8
25.7	Vehicle Repair and Maintenance	0	22.5	22.5	0	25	25	5	25	30	0	25	25	5	25	30
25.7	Residential Furniture/Equip. Repair and Maintenance	1	0	1	2	0	2	2	0	2	2	0	2	2	0	2
Subtotal OC 25.7		3	28.5	31.5	4	31	35	9	31	32	4	31	35	9	31	40
25.8	Substance & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 25.8		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	83.5	245.6	329.1	80	256.9	336.9	80	256.9	336.9	80	250.9	330.9	80	250.9	330.9
Subtotal OC 26.0		83.5	245.6	329.1	80	256.9	336.9	80	256.9	336.9	80	250.9	330.9	80	250.9	330.9

Operating Expenses

Org. Title: USAID KAMPALA		Overseas Mission Budgets														
Org. No: 21617		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	113.2	0	113.2	65	50	115	95	50	145	46.6	50	96.6	75	50	125
31.0	Purchase of Office Furniture/Equip.	191	44.8	235.8	65	50	115	65	50	115	40	50	90	40	50	90
31.0	Purchase of Vehicles	86.9	67	153.9	132.5	0	132.5	132.5	0	132.5	101.9	0	101.9	131.9	0	131.9
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	ADP Hardware purchases	55	0	55	40	0	40	40	0	40	35	0	35	35	0	35
31.0	ADP Software purchases	25	0	25	30	0	30	30	0	30	0	0	0	40	0	40
Subtotal OC 31.0		471.1	111.8	582.9	332.5	100	432.5	362.5	100	462.5	223.5	100	323.5	321.9	100	421.9
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 32.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 42.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		4553.5	1000	5553.5	3600	1000	4600	4060	1000	5052	3600	1000	4600	4223.4	1000	5223.4

Additional Mandatory Information

Dollars Used for Local Currency Purchases	1388.2		1411		1492		1492		1618	
Exchange Rate Used in Computations	1350/1	1350/1	1350/1	1350/1	1350/1	1350/1	1350/1	1350/1	1350/1	1350/1

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal: 0 0 0 0 0

Organization: 21617 Kampala, Uganda

Foreign National Voluntary Separation Account									
Action	FY 1999			FY 2000			FY 2001		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	1,051.0	851.0	651.0
Obligations	1,000.0	1,000.0	1,000.0
Deposits	800.0	800.0	800.0
Balance End of Year	851.0	651.0	451.0

**Exchange Rate**                      1350/\$1      1350/\$1      1350/\$1

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**

<p style="text-align: center;"><b>Accessing Global Bureau Services Through Field Support and Buy-Ins</b></p> <p>MISSION/OPERATING UNIT: USAID/UGANDA</p>							
Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO3 Basic Education for an Increased Percentage of Ugandan Children	936-5836 IEQ	High	2 Years(1997-99)	0		0	
SO4 Increased Service Utilization and Changed Behaviors Related to Reproductive/Maternal and Child Health in Selected Districts	936-3062-PATHFINDER - Family Planning Services	High	3 Years(1997-99)		0		0
	936-3062-PATHFINDER - Commutity Based Reproductive Health	Medium	1Year(1997)		0		0
	936-3052 John Hopkins University - Population Communication Services (PCS) - Information, Education and Communication Support Project	High	3 Years(1997-99)		0		0
	936-3072 - INTRAH, University of North Carolina - Primary Providers' Education and Training in Reproductive Health	High	3Years (1997-99)		0		0
	936-3068 - AVSC - Program for Voluntary and Safe Contraception	Low	3 Years(1997-99)		0		
	936-3085 - COMMERCIAL MARKETS STRATEGY (CMS)	High	3Years (1999-02)		2,500		2,850
	936-3069 - JHPIEGO - Training in Reproductive Health	Medium-Low	6 Years(1997-02)		500		750
	936-3048 - SEATS - FP Service Expansion and Technical Support (Follow-On)	High	5 Years(1998-02)		750		750
	936-3058 CARE - Population and FP Expansion	Low	6 Years(1997-02)		0		0
	Planned - MEASURE - Monitoring and Evaluation	High	6 Years(1997-02)		150		200
	936-5992- QUALITY ASSURANCE	Low	2 Years(1998-99)		0		0
	936-3057-CCP - Central Contaceptive Procurement	High	6 Years(1997-02)		1,332		1,332
SO5 Civic Pluralism Expanded and Constitutional Checks and Balances Implemented	936-5470 Implementing Policy Change	High	3 Years(1998-00)	2,000		0	
<b>GRAND TOTAL.....</b>				<b>2,000</b>	<b>5,232</b>	<b>0</b>	<b>5,882</b>
				<b>13,114</b>			

\* For Priorities use high, medium-high, medium, medium-low, low

**USAID  
Field Support Request  
FY 1999  
(\$000'S)**

1

**MISSION** USAID/UGANDA

26-Apr-99  
05:11 PM

Global Project/ Activity Name (Include Sub-Agreement if appropriate)	Global Project No.	Funding		Fund Type (3)	Account ^(4)	Obligating Unit (5)	Sector/ Directive Area (6)	Mission Strategic Objective (Name & No.)
		G-Obligated Field Support (1)	Buy-In or Add-On (2)					
IEQ	936-5836	0	400	NOA	CSD	UGANDA	CBED	SO03: BASIC EDUCATION FOR AN INCREASED PERCENTAGE OF UGANDAN CHILDREN
Pathfinder International	936-3062	546	0	NOA	DA	G/PHN	POP	SO04: INCREASED SERVICE UTILIZATION AND CHANGED BEHAVIORS RELATED TO REPRODUCTIVE/MATERNAL AND CHILD HEALTH
Pathfinder International	936-3062	76	0	NOA	CSD	G/PHN	HIV	
Pathfinder International	936-3062	168	0	NOA	CSD	G/PHN	CHS	
Pathfinder International	936-3062	129	0	NOA	CSD	G/PHN	HEA	
PCS	936-3052	112	0	NOA	DA	G/PHN	POP	SO04
PCS	936-3052	10	0	NOA	CSD	G/PHN	HIV	SO04
PCS	936-3052	11	0	NOA	CSD	G/PHN	CHS	SO04
PCS	936-3052	17	0	NOA	CSD	G/PHN	HEA	SO04
PRIME/INTRAH	936-3072	36	0	NOA	DA	G/PHN	POP	SO04
PRIME/INTRAH	936-3072	70	0	NOA	CSD	G/PHN	HIV	SO04
PRIME/INTRAH	936-3072	48	0	NOA	CSD	G/PHN	CHS	SO04
PRIME/INTRAH	936-3072	46	0	NOA	CSD	G/PHN	HEA	SO04
AVSC	936-3068	57	0	NOA	DA	G/PHN	POP	SO04
COMMERCIAL MARKETS	936-3085	1,207	0	NOA	DA	G/PHN	POP	SO04
COMMERCIAL MARKETS	936-3085	1,217	0	NOA	CSD	G/PHN	HIV	SO04
COMMERCIAL MARKETS	936-3085	76	0	NOA	CSD	G/PHN	CHS	SO04
JHPIEGO	936-3069	300	0	NOA	DA	G/PHN	POP	SO04
JHPIEGO	936-3069	120	0	NOA	CSD	G/PHN	HIV	SO04
JHPIEGO	936-3069	22	0	NOA	CSD	G/PHN	CHS	SO04
JHPIEGO	936-3069	58	0	NOA	CSD	G/PHN	HEA	SO04
SEATS II (Current)	936-3048	90	0	NOA	CSD	G/PHN	CHS	SO04
SEATS III (Follow-on)	936-3048	874	0	NOA	CSD	G/PHN	CHS	SO04
SEATS III (Follow-on)	936-3048	36	0	NOA	CSD	G/PHN	HEA	SO04
CARE INTERNATIONAL	936-3058	350	0	NOA	DA	G/PHN	POP	SO04
CARE INTERNATIONAL	936-3058	77	0	NOA	CSD	G/PHN	HIV	SO04
CARE INTERNATIONAL	936-3058	73	0	NOA	CSD	G/PHN	CHS	SO04
CARE INTERNATIONAL	936-3058	150	0	NOA	CSD	G/PHN	HEA	SO04
MEASURE (Monitoring/Eval)	936-3083	68	0	NOA	DA	G/PHN	POP	SO04
MEASURE (Monitoring/Eval)	936-3083	70	0	NOA	CSD	G/PHN	HIV	SO04
MEASURE (Monitoring/Eval)	936-3083	58	0	NOA	CSD	G/PHN	CHS	SO04
MEASURE (Monitoring/Eval)	936-3083	4	0	NOA	CSD	G/PHN	HEA	SO04
QUALITY ASSURANCE	936-5992	22	0	NOA	DA	G/PHN	POP	SO04
QUALITY ASSURANCE	936-5992	28	0	NOA	CSD	G/PHN	HIV	SO04
QUALITY ASSURANCE	936-5992	27	0	NOA	CSD	G/PHN	CHS	SO04
QUALITY ASSURANCE	936-5992	15	0	NOA	CSD	G/PHN	HEA	SO04
CONTRACEPTIVE PROC. (CCP)	936-3057	566	0	NOA	DA	G/PHN	POP	SO04
CONTRACEPTIVE PROC. (CCP)	936-3057	766	0	NOA	CSD	G/PHN	HIV	SO04
DHS	936-3023	104	0	NOA	DA	G/PHN	POP	SO04
DHS	936-3023	135	0	NOA	CSD	G/PHN	HIV	SO04
DHS	936-3023	166	0	NOA	CSD	G/PHN	CHS	SO04
DHS	936-3023	45	0	NOA	CSD	G/PHN	HEA	SO04
IMPLEMENTING POLICY CHANGE	936-5470		1,800	NOA	DA	UGANDA	D/G	SO05:CIVIC PLURALISM EXPANDED AND CONSTITUTIONAL CHECKS AND BALANCEC IMPLEMENTED.
Totals:		8,050	2,200					
CBED		0	400					
POP		3,368	0					
AIDS		2,569	0					
CHS		1,613	0					
HEA		500	0					
D/G		0	2,000					
		8,050	2,400					

(1) Field Support Amount is the amount of an operating unit's OYB that will be made available to Global for obligation

(2) Buy-ins/Add-ons are generally limited to ESF, SEED & FSA account or other funds obligated by missions

(3) Funding Types are:  
NOA - New Obligor Authority  
CO - Carryover  
517 (511) - Deob/Reob Funds  
PYO - Previous Year Obligations

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(4) Accounts include:  
CSD - Child Survival and other Diseases  
DA - Development Assistance  
DFA - Development Funds for Africa (517)  
ESF - Economic Support Funds  
IDA - Int'l Disaster Assistance  
NIS - New Independent States (FSA)  
PN - Population (517 Funds)  
SAI - Special Assistance Initiative (including SEED)

(5) Specify the office in the G Bureau (in the case of field support) or the mission (in the case of buy-ins and add-ons) that will obligate the funds.

(6) Select from the following:  
AGR - Agriculture  
BED - Basic Education  
BIOD - Biodiversity  
CBED - Children's Basic Education  
CHS - Child Survival  
CSMN - Child Survival Micro Nutrients  
CSP - Child Survival/Polio  
D/G - Democracy/Governance  
ENGY - Energy  
ENV - Environment  
ET - Education Training  
E/G - Other Economic Growth  
HEA - Other Health (non-HIV, non-CHS, non-INF)  
HIV - HIV/AIDS  
MICRO - Micro and Small Enterprise  
INF - New Infectious Diseases  
POP - Population



Controller Operations

Org. Title: Kampala, Uganda		Overseas Mission Budgets														
Org. No: 21617		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	25	0	25	30		30			0	30		30			0
11.8	FN PSC Salaries	171.2	0	171.2	179.9		179.9			0	180		180			0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	196.2	0	196.2	209.9	0	209.9	0	0	0	210	0	210	0	0	0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0			0			0
12.1	Cost of Living Allowances	4.2		4.2	4.5		4.5			0	4.6		4.6			0
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits		32	32		32.9	32.9			0		33	33			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	4.2	32	36.2	4.5	32.9	37.4	0	0	0	4.6	33	37.6	0	0	0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	14.4		14.4	5		5			0			0			0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0	10		10			0			0			0
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel			0	7		7			0			0			0
21.0	R & R Travel	5.4		5.4	2.5		2.5			0	2.5		2.5			0
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0			0			0	3		3			0
21.0	Site Visits - Mission Personnel	3		3	3		3			0	5		5			0
21.0	Conferences/Seminars/Meetings/Retreats	5		5	5		5			0			0			0
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel			0			0			0			0			0
	Subtotal OC 21.0	27.8	0	27.8	32.5	0	32.5	0	0	0	10.5	0	10.5	0	0	0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## Controller Operations

Org. Title: Kampala, Uganda Org. No: 21617		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
22.0	Post assignment freight			0	36		36			0			0			0
22.0	Home Leave Freight			0	30		30			0			0			0
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.	9.5		9.5	11		11			0	10		10			0
22.0	Transportation/Freight for Res. Furniture/Equip.	0.8		0.8	1		1			0	2		2			0
	Subtotal OC 22.0	10.3	0	10.3	78	0	78	0	0	0	12	0	12	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	6.4		6.4	6.4		6.4			0	6.5		6.5			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences	24		24	24		24			0	24		24			0
	Subtotal OC 23.2	30.4	0	30.4	30.4	0	30.4	0	0	0	30.5	0	30.5	0	0	0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities		4.5	4.5		5.2	5.2			0		5.3	5.3			0
23.3	Residential Utilities		2.8	2.8		3.2	3.2			0		3.4	3.4			0
23.3	Telephone Costs		8.2	8.2		9.5	9.5			0		10	10			0
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services	1.2		1.2	1.3		1.3			0	1.4		1.4			0
	Subtotal OC 23.3	1.2	15.5	16.7	1.3	17.9	19.2	0	0	0	1.4	18.7	20.1	0	0	0
24.0	Printing and Reproduction			0			0			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	24.4		24.4	28.1		28.1			0	29		29			0
25.2	Residential Security Guard Services	17.3		17.3	20		20			0	21		21			0
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances			0			0			0			0			0
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees	1		1		1.2	1.2			0	1	1.3	2.3			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts	4.3		4.3		4.9	4.9			0	5		5			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services			0			0			0			0			0
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	41.7	5.3	47	48.1	6.1	54.2	0	0	0	51	6.3	57.3	0	0	0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	40.1		40.1	40.1		40.1			0	40.1		40.1			0
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	40.1	0	40.1	40.1	0	40.1	0	0	0	40.1	0	40.1	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance		5.5	5.5		6.6	6.6			0		6.8	6.8			0
25.4	Residential Building Maintenance		13.7	13.7		15.8	15.8			0		16	16			0
	Subtotal OC 25.4	0	19.2	19.2	0	22.4	22.4	0	0	0	0	22.8	22.8	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0			0			0
25.7	Vehicle Repair and Maintenance			0			0			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0			0			0

Controller Operations

Org. Title: Kampala, Uganda		Overseas Mission Budgets																			
Org. No: 21617		FY 1999 Estimate				FY 2000 Target				FY 2000 Request				FY 2001 Target				FY 2001 Request			
OC		Dollars	TF	Total		Dollars	TF	Total		Dollars	TF	Total		Dollars	TF	Total		Dollars	TF	Total	
Subtotal OC 25.7		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
25.8	Substance & spt. of persons (by contract or Gov't.)			0				0				0				0				0	
Subtotal OC 25.8		0	0	0		0	0	0		0	0	0		0	0	0		0	0	0	
26.0	Supplies and materials			0				0				0				0				0	
Subtotal OC 26.0		0	0	0		0	0	0		0	0	0		0	0	0		0	0	0	
31.0	Equipment	Do not enter data on this line				Do not enter data on this line				Do not enter data on this line				Do not enter data on this line				Do not enter data on this line			
31.0	Purchase of Residential Furniture/Equip.	5		5		3		3				0				0				0	
31.0	Purchase of Office Furniture/Equip.			0				0				0				0				0	
31.0	Purchase of Vehicles			0				0				0				0				0	
31.0	Purchase of Printing/Graphics Equipment			0				0				0				0				0	
31.0	ADP Hardware purchases	5		5		3		3				0		3		3				0	
31.0	ADP Software purchases	2		2		1		1				0		1		1				0	
Subtotal OC 31.0		12	0	12		7	0	7		0	0	0		4	0	4		0	0	0	
32.0	Lands and structures	Do not enter data on this line				Do not enter data on this line				Do not enter data on this line				Do not enter data on this line				Do not enter data on this line			
32.0	Purchase of Land & Buildings (& bldg. construction)			0				0				0				0				0	
32.0	Purchase of fixed equipment for buildings			0				0				0				0				0	
32.0	Building Renovations/Alterations - Office			0				0				0				0				0	
32.0	Building Renovations/Alterations - Residential			0				0				0				0				0	
Subtotal OC 32.0		0	0	0		0	0	0		0	0	0		0	0	0		0	0	0	
42.0	Claims and indemnities			0				0				0				0				0	
Subtotal OC 42.0		0	0	0		0	0	0		0	0	0		0	0	0		0	0	0	
TOTAL BUDGET		363.9	72	435.9		451.8	79.3	531.1		0	0	0		364.1	80.8	444.9		0	0	0	

Additional Mandatory Information

Dollars Used for Local Currency Purchases

176.6

185.7

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186

.

Exchange Rate Used in Computations

1350/1

1350/1

1350/1

1350/1

1350/1

1350/1

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

0

0

0

0

0

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## *ANNEXES*

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<b>USAID/Uganda Environmental Review Status, Plans, and Schedule, FY 1999</b>			
<b>Activity</b>	<b>Prior to FY 99</b>	<b>FY 99 (for Bureau Environment Officer [BEO])</b>	<b>MEO Actions</b>
<b>SO 1: Increased rural household income</b>			
IDEA, FY 94 -FY 00	IEE approved 8/93	Amended IEE to resolve pesticide deferral, 7/99	Follow up EMEMP evaluation; assist PM to amend IEE.
RENU, FY 98-FY 00	IEE approved 9/98	Amended IEE to resolve pesticide and road rehab deferrals, 8/99	Assist PM to amend IEE, and in development of environmental criteria for road rehab.
PHHS (ANEPP), 2/96-6/99	IEE approved 9/90	Amended IEE for pesticide use/procurement, 6/99 (if extended)	Assist PM to amend IEE
NUFS, 9/96-9/98	IEE approved 9/96	Amended IEE to resolve pesticide deferral, 6/99	Assist PM to amend IEE
PRESTO 2/97-2/01	Original IEE approved 1/95; amendment approved 6/98	No action necessary	Continue reviewing proposals for STIG component, as required in amended IEE
Title II: *ACDI/VOCA FY 97-FY 01	IEE approved 10/98	Amended IEE to resolve pesticide deferral, BHR/BEO, 5/99	Assist with environmental monitoring activities
*Africare 10/97-11/01	IEE approved 6/98	Amended IEE for pesticide use/procurement, BHR/BEO, 6/99	Assist with environmental review of road rehab
*World Vision	New Activity	IEE to BHR BEO, 6/99	Assist with IEE
*TechnoServe FY 99-FY 03	IEE approved 2/99	Amended IEE to resolve pesticide deferral, BHR/BEO, 5/99	Assist with environmental monitoring activities
World Food Programme	emergency program transition	IEE to BHR BEO, 7/99	Assist with IEE
<b>SO 2: Critical ecosystems conserved to sustain biological diversity and enhance benefits to society</b>			
APE FY 91-6/99	IEE approved 12/91	No action necessary	No action necessary
COBS FY 97-FY 01	IEE approved 8/97	No action necessary	Continue reviewing proposals using the approved Environmental Screening form
Water hyacinth activity	New activity	If funding is committed, IEE to AFR BEO, 6/99	Assist with IEE
<b>SO 3: Improving the Quality of Education for an increased percentage of Ugandan children</b>			
SUPER FY 92–FY 02	Categorical exclusion approved 1/92	No action necessary	No action necessary
<b>SO 4: Increased service utilization and changed behaviors related to reproductive/maternal/child health in selected districts</b>			
DISH, FY 93-FY 99	Categorical exclusion approved 4/93	No action necessary	No action necessary
<b>SO 5: Civil pluralism expanded and constitutional checks and balances implemented</b>			
Democracy Transition Initiatives FY 97-FY 02	Categorical exclusion approved 9/97	No action necessary	No action necessary
Ambassador's Special Self Help Funds	"New" requirement	IEE to AFR BEO, 9/99	Conduct IEE

Other MEO actions for FY99 include regular compliance checks on all activities; and developing/implementing training for SO1 partners (most likely agriculture-related CSs and extension workers) in conservation of wetlands, forests, and other sensitive habitats and wildlife (required mitigation measures for most Title II activities). With resolution of deferrals, all USAID/Uganda activities will be in compliance with 22 CFR 216.

## ANNEX 2

<b>USAID/UGANDA</b> <b>Updated Results Framework</b> <b>Strategic Objectives and Intermediate Results</b> <b>FY 1999</b>	
<b>Strategic Objectives</b>	<b>Intermediate Results</b>
1: Increased Rural Household Income	1.1: Increased Use of Financial Services by Rural Households 1.2: Increased Non-traditional Agricultural Exports 1.3: Increased Production of Food Products in Selected Districts
2: Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society	2.1: Critical Ecosystems Managed to Ensure Biological Integrity 2.2: Pressure on Critical Ecosystems Reduced 2.3: Supportive Framework for Conservation and Sustainable Development Maintained
3: Quality Basic Education for an Increased Percentage of Ugandan Children	3.1: Increased Availability of Primary Schooling 3.2: Improved Quality of Instruction 3.3: Improved Support for Girls' Participation in Primary Schooling 3.4: Financial Support to Education Sector Maintained 3.5: Improved Technical Efficiency and Institutional Capacity
4: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts	4.1: Increased Availability of Reproductive/Maternal/Child Health Services 4.2: Improved Quality of Reproductive/Maternal/Child Health Services 4.3: Enhanced Sustainability of Reproductive/Maternal/Child Health Services 4.4: Improved Knowledge and Perceptions Related to Reproductive/Maternal/Child Health
5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented	5.1: Increased Civil Society Participation in Advocacy, Public Decision Making and Oversight of Government, in selected areas 5.2: Improved Local Government Functions in selected districts 5.3: Enhanced Capacity of Parliament to Perform Legislative Branch Functions 5.4: Increased Effectiveness of Justice System
Special Objective 1: Improved Foundation for Reintegration of Targeted Areas of Northern Uganda	1.1: Meeting Critical Emergency Needs of Targeted Populations 1.2: Increased Household Food Security in Selected Areas 1.3: Increased Awareness and Capacity to Prevent and Resolve Disputes

## GLOBAL CLIMATE CHANGE INITIATIVE

USAID/Uganda contributes to the Global Climate Change Initiative (GCCCI) under the Mission's Environmental Conservation strategic objective (SO 2). The highlights of the Mission's activities, presented in Tables 1, 2 and 3, include progress in developing model, replicable planning processes for both protected areas and district landscapes. During 1998, USAID developed a Planning Process Manual for the Uganda Wildlife Authority (UWA), which is responsible for management of Uganda's 20-plus national parks and reserves, including an important and protected portion of national carbon stocks. The Manual is currently being tested in Queen Elizabeth National Park in development of a General Management Plan expected for completion by September 1999. Once completed, the UWA Planning Unit will be able to begin deployment of the planning process to other UWA protected areas, few of which have plans to guide management actions.

Also during 1998, USAID partnered with the National Environment Management Authority (NEMA) to develop a model, district-level environmental action planning (DEAP) process. The DEAP process will be used by local governments in developing environmentally sound District Development Plans, which are required before districts can access any development funds. The model process, being conducted in Mbale District, will be completed by June 1999 and thereafter be available for replication by other districts and their development partners.

Aside from national planning initiatives, the SO 2 Program supported activities to manage protected areas and associated surrounding human landscapes. Table 1 summarizes all 1998 planning and other ecosystem-specific activities. During 1999, the SO 2 Program plans to initiate a new grant activity with the International Center for Research in Agroforestry (ICRAF). The activity will allow for substantial expansion of the highly successful AFRENA (Agroforestry Network for Eastern and Southern Africa-Uganda) Project, a joint activity between ICRAF and the Uganda Forest Research Institute. The objectives are to conserve Uganda's southwest afro-montane forests and lakeshore region forests by promoting incorporation of agroforestry species into regional farming systems.

Policy advances during 1998 (see Table 2) were highlighted by the passage of the Land Act which, once implemented, will improve security of land tenure and progress in restructuring UWA into a stronger and more business-like organization. Finally, the SO 2 Program has been highly successful in leveraging investment in activities that contribute to the GCCCI. For example, USAID funds were used to help create and initiate activities of the Mgahinga and Bwindi Impenetrable Forest Conservation Trust (MBIFCT), allowing the Global Environment Facility-funded MBIFCT endowment to grow from \$4.0 to over \$5.0 million as of late 1998. In addition, due to successful MBIFCT operations, together with an effective marketing program by the MBIFCT Board of Trustees (of which USAID remains a member), the MBIFCT received a further (follow-on from USAID funding) five year operational expenses grant of over \$2.0 million. By the end of 2002, the MBIFCT endowment should climb above \$8.0 million, an amount that can significantly assist in the conservation of two of Uganda's most critical forest ecosystems.

**Table 1. GCCI Indicators 1, 2a and 2b: FY 98 USAID/Uganda-Sponsored Activities that Contribute to the Global Climate Change Initiative**

Activity name	Primary emphasis code	Location			The site and USAID's involvement					Additional info
		Country	District(s)	Site (National Park [NP] / Forest Reserve [FR])	Principle activity	Area of activities (ha) (1)	Area where USAID has supported conservation of carbon sinks (ha)			
							Predominate vegetation	Natural ecosystems	Managed lands	
SO 2 Program	EVCB	Uganda	Kabale, Kisoro, Rukungiri	Bwindi NP	1	33,100 <sup>1</sup>	j	33,100		1,2
				Mgahinga NP	1	2,500 <sup>1</sup>	j	2,500		1,2
					5		j		1,038 <sup>2</sup>	1,2
					4		r		714 <sup>3</sup>	1,2
			Masindi, Nebbi, Gulu, Apac	Murchison Falls NP	1	386,000 <sup>1</sup>	c	386,000		1,2
			Mbarara	Lake Mburo NP	1	36,500 <sup>1</sup>	c	36,500		1,2
			Bushenyi, Kasese, Rukungiri	Queen Elizabeth NP	1	197,800 <sup>1</sup>	c	197,800		1,2
			Kasese, Kabarole, Bundibugyo	Rwenzori Mountains NP	1	99,600 <sup>1</sup>	j	99,600		1,2
					5		q		773 <sup>2</sup>	1,2,3
					4		r		40 <sup>3</sup>	1,2,3
			Mbale, Kapchorwa	Mount Elgon NP	1	117,200 <sup>1</sup>	j	117,200		1,2,3
			Kotido	Kidepo Valley NP	1	144,200 <sup>1</sup>	b	144,200		1,2
			Hoima	Bugoma FR	1	41,144 <sup>4</sup>	j	38,844	5,300	1,2,3
			Mukono	Mabira FR	1	29,964 <sup>4</sup>	j	22,964	7,000	1,2,3

<sup>1</sup> Integrated Management Plan developed and managers/communities are engaged in protected area/resource management.

<sup>2</sup> Major assumption: Each household manages on average one hectare of land under agriculture systems.

<sup>3</sup> Major assumption: *Agroforestry species* are grown by households/communities, with each hectare having 2,500 standing trees.

<sup>4</sup> USAID-supported ecotourism development interventions.



**Table 2. GCCI Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions**

Climate Change: Forestry and Land Use Policy Matrix					
Primary Policy Category	Secondary Policy Category	Country: UGANDA Policy Description	Primary Emphasis Code	Scope (N or S)	Policy Stages Achieved as of FY 98 (Stage #)
z	t,u	Uganda Land Tenure Act 1998	C.	N	1,2
t	u,v	National Environment Action Plan Statute	EVCB	N	1,2,3
t	u,z,v	District Environment Action Plans	EVCB	S	1
v	t,u,z	Wildlife Act	EVCB	N	1,2
u	t,v,x,y,z	Uganda Forestry Act (Draft)	EVCB	N	1

**Table 3. GCCI Indicator 4a and 4b: Value of public and private investment leverage (in 1998 dollars) by USAID for activities that contribute to the preservation or increase of carbon stocks and reduction of greenhouse gas emissions** [Indicator 4a. Value of funding leveraged directly in support of USAID activities and programs; Indicator 4b. Value of funding generated to replicate USAID-pioneered programs (unit US Dollars)]

Country: UGANDA <i>Activity and Source of Leveraged Funds</i>	Primary Emphasis Code	1998 Direct Leverage (4a)	1998 Indirect Leverage (4b)
Mgahinga and Bwindi Impenetrable Forest Conservation Trust/Government of Netherlands	EVCB	540,028 <sup>5</sup>	214,461 <sup>6</sup>
Development Through Conservation (DTC)/Government of Denmark	EVCB	790,814	
ICB-PAMSU <sup>7</sup> Project for Queen Elizabeth National Park Integrated Management Plan/UWA Capacity Building & Operations/World Bank	EVCB	85,000	
Uganda Wildlife Education Center/Miscellaneous donations Grants from International & local NGO's, Individuals and Corporations	EVCB	29,232	
EMCBP <sup>8</sup> for NEMA's DEAP Process/World Bank	EVCB	50,000	
Miscellaneous Grants to USPVO's International and local NGO's/Miscellaneous grantees	EVCB	1,000,000 <sup>9</sup>	

<sup>5</sup> Amount Granted by Netherlands Government each year for 5 years (July 1997-June 2002)

<sup>6</sup> Income received over period (Sept 30, 1997- Sept 30, 1998) on MBIFCT endowment of US\$ 5,068,832, which USAID helped in its establishment

<sup>7</sup> ICB-PAMSU: Institutional Capacity Building for Protected Areas Management & Sustainable Project

<sup>8</sup> ECBP: Environment Management Capacity Building Project ( 5 years - Sept 14, 1995 to Sept 13, 2001)

<sup>9</sup> Annual cumulative counter part contribution of SO2/USAID's Grantees. Each implementing PVO/NGO is required to contribute at least 25% of total activity budget.

## GREATER HORN OF AFRICA INITIATIVE

USAID Uganda supports the Greater Horn of Africa Initiative (GHAI) through two Mission strategic objectives (SO). GHAI principles are integral to other Mission activities, as well. The Mission's largest GHAI activity has been in support to *the regional Lake Victoria Water Hyacinth Control Program*, under USAID's Environmental Conservation SO. During 1998, USAID continued to assist Uganda's Ministry of Agriculture and its regional counterparts to design a collective response to the uncontrolled spread of destructive water hyacinth plants in Lake Victoria, a regionally important lake system and the second largest fresh water lake in the world. The infestation of the water hyacinth weed threatens the ecological health of the lake, and the economic life of communities that depend on the lake for survival.

Lack of a regional consensus on water hyacinth management approaches hampered regionalization of control efforts during 1998, and the spreading problem continued to seriously affect the lake resource. Current estimates of the Lake Victoria water hyacinth infestation range from 5,500 hectares to as much as 15,000 hectares (the 1997 reported level was 8,400 hectares). The large range in estimates is due to the lack of an effective mechanism to monitor coverage of highly mobile water hyacinth over the large lake. No one knows for sure how much water hyacinth is in Lake Victoria. At best, local scientists agree, the problem has stabilized, but at a level that is ecologically, socially, and economically unacceptable. The current target for an acceptable "maintenance level" of water hyacinth for Lake Victoria is 950 hectares

Notwithstanding the lack of consensus, successes were achieved in stemming the growth of the weed in 1998: (1) Uganda continued to operate mechanical harvesters to keep strategic areas of Owen Falls Dam and Port Bell relatively weed-free (a third Japanese-funded combine was deployed in 1998); (2) community mobilization efforts, including provision of hand tools for manual removal, kept numerous rural fish landings operational; and (3) biological control agent (weevil) populations established themselves over large areas and significantly reduced weed vigor. In 1998, USAID/Uganda received \$1 million in GHAI funds to continue in a leadership role to assist the three Lake Victoria riparian states (Uganda, Kenya and Tanzania), plus Rwanda to agree on a plan of action to control water hyacinth. These GHAI funds were announced during President Clinton's March, 1998 visit to Uganda. The Mission worked closely with national regional water hyacinth control agencies (as well as with regional USAID Missions and other donor agencies) to determine the most efficient use of the GHAI funds over the next two years. This consultation led to the issuance of a Request for Applications for a two-year, \$1 million grant to assist the regional governments to develop agree on a regional management plan for water hyacinth, including an effective system for monitoring the problem. USAID/Uganda anticipates making an award during 1999.

On the side of the riparian states, recent proactive intervention by the regionally mandated East African Cooperation (EAC) will result in a tripartite water hyacinth action plan (following the lead of Uganda's 1995 national-level action plan) in early 1999. The EAC plan will provide a coordinated framework for regional intervention by mid-March. Following presentation of the EAC plan, the Mission will launch a new 2-year regional water hyacinth control support grant. Additional opportunities to explore partnerships with the U.S. Geological Survey EROS Data

Center to provide critical remote monitoring data on the water hyacinth infestation will be examined as well.

Other GHAI activities include the *Northern Uganda Food Security Activity (NUFS)*. Under NUFS, which supports the economic growth strategic objective, the Mission awarded three grants in 1998 to work with farmers and farmers groups that contribute to GHAI. The grants support: (1) increased productivity with new seed varieties, new crop strains, and new farming technologies; (2) improved marketing of local produce; and (3) development of community-based programs for improving food security in local economies. In 1998, GHAI's \$1.1 million provide support for over 854 farmers groups in Gulu and Kitgum who participated in on-farm trials of improved bean varieties and mosaic-resistant cassava. In Kitgum, seven appropriate technology demonstrations were held for over 985 farmers. To reduce the need for food aid in IDP camps, "seed banks" have been introduced. Ten metric tons of bean and sunflower seeds were distributed to farmers in Gulu and Kitgum. These farmers sign an agreement to repay seeds after their harvest. The seeds are then redistributed in time for the next planting season. The number of beneficiaries, direct and indirect, from NUFS activities is approximately 60,000. In 1999, the NUFS grants will be managed under the Mission's new Special Objective to promote the reintegration of Northern Uganda.

**GHAI principles applied in other Mission programs:** *African Ownership:* The Mission's basic education program is wholly Ugandan-owned. USAID works in conjunction with the GOU's Universal Primary Education (UPE) program in teacher training, support for materials, and classroom construction. The program also works with local communities and district officials in promoting transparency in school budgets and allocation of public funds. In the health sector, the Mission's major bilateral program is implemented in close coordination with district-level health officials, and much of the HIV/AIDS work is conducted through two local NGOs. The Mission intends to implement its national social marketing program through a third local NGO this year. *Strategic Coordination:* As a result of USAID's strategic leadership role in the education sector, donors are beginning to provide budget support behind a common policy framework and finance expansion of key education reform activities originally designed and funded by USAID. The GOU and donors have agreed to joint performance monitoring reviews twice a year. In the health sector, over the past year, the Mission staff has met more frequently with multilateral and bilateral donors involved in programs related to USAID strategic interests. These meetings currently occur about two or three times per month and are beginning to produce a higher degree of consensus for common programming (e.g. in training, HIV testing and counseling, integration of services, means to reduce maternal mortality). USAID is also a key player in donor efforts to assist the GOU in combating corruption. The Mission participates in monthly technical meetings with the Ministry of Ethics and Integrity and in quarterly meetings where the Ministry reports on actual progress. *Linking Relief to Development:* The Mission's special objective on conflict-torn North was designed to address the goals of GHAI: promoting food security and reducing conflict, and as a transition program that would link relief to development. For example, the Mission works with returned abducted children and their families to enable traumatized children to become productive members of their communities. Activities supporting integration of returned abducted children will include local NGOs, specifically the Gulu Support for Children Organization (GUSCO) which operates a trauma center for children in Gulu, and local community groups such as the Concerned Parents Association (CPA).

## PROGRAM INTEGRATION AND SYNERGY

The Mission has developed synergistic and integrated programs on a number of levels. In particular, democracy and governance supports groups and local governments targeted in other Mission programs; primary education supports decentralization and economic growth results; and economic growth impacts justice system result through its efforts to facilitate business development.

Our primary education (SO3) and democracy and governance (SO5) objectives are the two most interdependent and synergistic activities within USAID's portfolio. The close linkage between these objectives is a result of two key factors: (1) the doubling of the primary school population from 2.7 to 5.3 million students in 1997, and (2) the creation of 45 new local governments and elections in early 1998. Although the primary education objective has always worked at the local level to strengthen parental and community involvement in education, decentralization of central government functions to the local districts has now become formalized and creates a new set of issues related to capacity. For example, district officials now have formal responsibility for managing local resources and assets including schools, hospitals, and roads.

The Mission's SO5 decentralization activities (civil society development and local government strengthening), designed in 1998, specifically target selected local governments to increase their capacity to manage these resources and civil society organizations to enhance their ability to hold local government accountable. A major element of the activities will be the link to districts in which the Mission already has activities present from other strategic objectives. This linkage is determined by the Mission's Decentralization Coordinating Committee, which will have oversight responsibility of SO5's activities in this area to ensure synergy and complementarity among Mission programs. This will allow the potential capacity building of farmers' groups and cooperatives, parent teacher associations and other groups involved in advocacy.

The link between SO3 and SO5 is further enhanced through SO3's policy agenda. SO3 has effectively used policy dialogue to direct resources to the local level, increase community participation in primary education, and foster greater transparency and accountability at the local level by requiring the public display of budgets at the district which specify the level of resources provided and the allocation of those resources. Parents and communities are now aware of the level of resources devoted to their district and are able to demand accountability from the officials in the use of those resources, key components of the Mission's democracy and governance agenda. The successful primary education approach to local government devolution has been incorporated into the Mission's decentralization activities, to begin in early 1999. These activities will focus on training local government officials, particularly in planning and financial management, to help increase their ability to effectively manage resources devolved from the center and those generated at the local level and create greater transparency and accountability of public expenditure.

SO3 has also used the successful SO1 (Economic Growth) approach of increasing access to financial services to micro and small businesses by extending this concept to teachers. SO3 supported the development of savings and loans societies for teachers, which are used for payroll

reform interventions. Increasing teacher's access to financial services, particularly savings, is having a direct impact on increasing household income, the key indicator measuring impact under SO1. In addition, these societies are potential targets for the Mission's decentralization support activities in SO5.

SO1 has supported the creation of the Center for Arbitration and Dispute Resolution (CADER), a private sector facility that provides an alternative to settling disputes in the overloaded and inefficient public sector judicial system. This contributes to SO1's financial services result by improving the enabling environment for businesses. Improved dispute resolution services that CADER provides also contribute to SO5's judicial services objective which is designed to improve the effectiveness of the judicial system. SO5 activities build traditional legal skills. CADER provides access to and training in parallel and complementary dispute resolution, which relieves some of the burden on the court system, provides a cheaper and quicker alternative to settling disputes, and improves the legal skills of lawyers specializing in alternative dispute resolution.

SO1 works closely with the Environment program (SO2) to ensure that environmental regulations are in place for all agriculture interventions. The result is sustainable development consistent with protecting the environment. SO1 also takes the lead on technical advice in agronomic practices, such as planting techniques, crop productivity research, marketing, pesticide use, and input supply. This expertise is applied to the Special Objective on the North for progress under the Food Security intermediate result. In addition, it is expected that the employment-generation activity to be implemented under the Special Objective in 1999 will contribute to SO1 increased rural household incomes.

The Mission's health (SO4) and economic growth (SO1) programs have integrated interventions through assistance to Dairy Cooperatives. The health component establishes small group health insurance to Dairy Cooperatives with funds provided under a central grant from USAID/W. This component should result in healthier and thus more productive members of Dairy Cooperatives, who can then contribute to SO1's result of increased productivity in the dairy sector.

SO4 is also linked to the Special Objective through an endowment to the Lacor Hospital in the North. One result of the well-functioning Lacor Hospital is expanded child survival activities in the North. Improving the health of women and children in the North will contribute to improved foundation for reintegration of northern Uganda.

## CROSSCUTTING THEMES

**Gender:** In keeping with the approach advocated by the Global Bureau Office of Women in Development (G/WID), the Mission seeks to mainstream and integrate gender into its overall development program. Evidence of the commitment to gender integration can be found in the activities implemented by each of the Strategic Objective teams, and the results that have been achieved. The following examples illustrate the effectiveness of this approach.

SO1 has addressed the needs of both men and women in all of its major areas of program emphasis: food security, dairy development, non-traditional agricultural exports (NTAE), microfinance services, and business development. Women are the principal beneficiaries of the dairy, NTAE, and microfinance programs, constituting approximately 60% of participants in each of these programs. Many of these women are the principal income earners for their households, and have seen significant increases – in one documented case, a 100% increase – in income as the result of USAID interventions. The Mission has also supported women in business, both by assisting specialized women’s organizations and by encouraging their increased representation in “mainstream” business associations.

The Mission’s education program has explicitly worked to increase the primary school enrollment of girls, and to promote higher levels of retention through and completion of the primary education course for girls, under IR 3.3, “Improved support for girls’ educational participation.” In collaboration with USAID and other partners, the Ministry of Education has developed and adopted a national plan to promote girls’ education. The Plan mandates the creation of a National Advisory Council on Girls’ Education, which will review programs and policies, identify needs, set priorities, and develop action plans. The Mission has also implemented a unique program of incentive grants, expanded this year to five new districts, which challenges schools and communities to develop their own programs for enhancing girls’ educational opportunities.

In the area of democracy and governance, SO5 has initiated a program at both local and national levels to ensure that women in government can effectively represent their constituencies, and that women at all levels are fully involved in decision-making processes. A Presidential Initiative, announced during President Clinton’s visit to Uganda in 1998, supports capacity-building for women politicians. The Mission is presently assisting in the design of a curriculum to enhance the skills of elected women councilors in such areas as constituency relations, public speaking, fund raising, and coalition-building. Appointed women members of Parliament, many of whom are political neophytes, will also be supported to improve their skills in dealing with these critical issues. The Mission’s program also addresses women’s legal rights through its support to the International Federation of Women Lawyers (FIDA) and the Georgetown University LAWA Program.

**Development Partnering:** The Mission has established strong and mutually supportive relationships with development partners across all of the strategic objectives. Key partners include Government of Uganda agencies, the private sector, the NGO/PVO community, and bilateral and multilateral donors.

An outstanding example of effective partnering can be found in SO3. Following on the Mission's successful program approach utilized in the GOU/USAID primary education partnership, fellow donors (including, among others, the Netherlands and the EU) are providing budget support to a common policy framework and investment plan. These partners are also financing the expansion of key education reform activities, originally designed and funded by USAID, to under-served areas of the country. The GOU and donors have also agreed to joint performance monitoring reviews twice per year. USAID's efforts to lead the way in developing a high-quality and accessible primary education system in collaboration with key partners has leveraged more than \$200 million in pledges of support from other donors over the next five years.

Microfinance is another sector that demonstrates strong donor collaboration and partnership. USAID has cooperated with DFID, the EU, UNDP and others to agree on basic program approaches. The most significant of these in terms of long-term development impact is the decision to make funds available only to "best practices" institutions, that is, institutions that employ full-cost, market interest rates and keep loan delinquency and losses under five percent. In this way the institutions with the best prospects for sustainability are targeted. Additionally, grantees from other donor programs have participated in the USAID/PRESTO microfinance training, avoiding duplication of effort and utilizing USAID's comparative advantage in capacity-building.

The democracy and governance team (SO5) has also partnered with others to increase the effectiveness of the judicial sector. In one initiative, USAID has funded the codification of the Laws of Uganda. This complex process has built on partnerships with the Uganda Law Reform Commission, the William Mitchell College of Law, and DFID, which will fund the printing and distribution of the complete set of recodified laws. Also under the judicial sector program, in partnership with the Ford Foundation and the Makerere University Law Development Center, the Mission is establishing an undergraduate clinical legal education program at the University, which will handle an estimated 400 legal aid cases per year.

**Institutional Capacity-building:** Over the past five years, the Mission has worked closely with key partners all levels to build capacity and thereby enhance the impact and sustainability of its programs. SO1, for example, has provided technical assistance and training to institutions and business associations as well as individuals ( microentrepreneurs and small-scale farmers). Increased local and foreign investment is being addressed through the team's work with the Uganda Investment Authority (UIA), a government body dedicated to investment promotion and facilitation. With USAID support, the UIA is developing a two-year corporate work plan that will clearly outline work objectives and performance benchmarks. SO1 has also supported the strengthening of six business associations, promoting financial sustainability through the provision of member services.

In the environment sector, the Mission has worked collaboratively to build the capacity of the Uganda Wildlife Authority (UWA), the Grants Management Unit (GMU) and the National Environment Management Authority (NEMA). Under GOU leadership, the UWA has been restructured into a more business-oriented organization. USAID has provided technical assistance to strengthen financial management capacity and will lend continued support to a longer-term capacity building effort. Again under Mission stewardship, the GMU is in the process of gaining legal status as a deeded trust, and is making the transition to functioning as an

independent, fiscally responsible entity. The Mission has also supported NEMA to initiate a district environmental action planning process. The process has been successfully piloted in one district and will be replicated in additional districts over the coming year. This activity strengthens both NEMA and cognizant district authorities in their efforts to ensure the environmental sustainability of local-level initiatives.

Capacity-building is also critical to the continuing success of the Mission's population and health program. Key public and private sector clinical staff – midwives, nurses, physicians and others - are being trained to enhance their capacity to deliver an integrated package of reproductive and maternal and child health services. Enhancing the skills of individual service providers strengthens the capacity of the providing institutions as a whole. The SO is also working with the Ministry of Health to enable it to establish a functioning and effective health information system, and also supporting the development and placement of supervisory mechanisms, contributing to sustainability. Community volunteers and traditional health-care providers are also receiving training that will enable them to provide appropriate education, counseling and referral in their communities, and provide safe deliveries and post-natal care to village clients.

**Participation:** USAID/Uganda has actively fostered the participation of a broad array of partners, stakeholders and customers in Mission programs and processes at all levels and across all sectors, employing such approaches as policy dialogue, rapid assessment, focus-group discussions, surveys and workshops. The Mission is currently revising its customer service plan to reflect the various approaches to consultation and participation taken by the SO teams.

Under its PRESTO project, SO1 has encouraged public and private sector involvement in policy dialogue. A significant level of GOU participation has been achieved in the identification of policy issues, and business associations have also become engaged in the process. The recently-established Private Sector Foundation seeks to be the main policy advocate for the private sector vis-à-vis the Ugandan government, and has brought together key players from these sectors to further the policy debate in a participatory framework. Together they have developed a draft "Policy Statement for Private Sector Development", which identifies the key issues, challenges and priorities for the private sector.

Participation is a key element of the SO2 performance monitoring and activity planning system at the community level. Data are collected, reviewed and discussed in parish-level conservation committees, comprising villagers, community leaders, local government representatives, and NGO members. The parish-level conservation committee refers the information package on to the next level, the project steering committee, with its comments. The project steering committee members add their comments and feedback before handing on to the results package team and SO team. Any decisions that the higher-level teams may make are clearly informed by this multi-stage participatory input, and any results are fed back down through the chain to the community level using the same process.

Key players in USAID's Parliamentary capacity-building result under SO5 are the Members of Parliament. SO5 team members meet directly with the MPs to ensure their active participation in design, implementation, and monitoring of the activity. In addition, active participation and feedback from MPs is maintained through the collaborative relationship between the SO team and the Parliamentary Commission, a group of six MPs with the actual responsibility for managing the operations of the Parliament. In similar fashion, women representatives of local



government have been directly engaged in articulating the key issues to be addressed in the skill-building curriculum being designed for them.

**African Ownership:** African ownership is a guiding principle of the Greater Horn of Africa Initiative, but its application in USAID/Uganda is not limited to GHAI-supported activities. By using many of the participatory techniques discussed above, the Mission has ensured strong engagement and ownership of its programs not only by the GOU, but by Ugandan individuals, enterprises, and non-governmental institutions.

USAID's assistance in building sustainable tourism has inspired the GOU and local communities to take the initiative to protect their natural resource endowments and adopt sustainable resource management practices. Local NGOs, districts, and villages are drafting their own resource management plans and designing biodiversity enhancement projects. At the national level, following on USAID support to the policy debate, the GOU drafted legislation and enacted a new Land Act that provides a framework for greater transparency and increased security in land tenure and ownership. The government is now proceeding with the implementation of this Act.

The Mission's primary education program is an unparalleled example of African ownership. The GOU has spearheaded the expansion of primary education and has adopted a policy of Universal Primary Education (UPE) which provides free education for up to four children per family. Over the past three years, the GOU has increased the percentage of the overall budget devoted to education from 23% to 33%, as well as the proportion dedicated to primary education (from 55% to 62%). The government also intends to build 40,000 new classrooms and add 120,000 trained teachers to the establishment over the next three years. These are ambitious goals, but send a strong signal of GOU ownership and commitment to moving forward with its education agenda.

USAID's Parliamentary assistance activities have also witnessed significant African leadership. Parliament drafted and passed legislation in 1997/1998 that created the Parliamentary Commission, the body responsible for the administration of Parliament. As a result of USAID assistance in finalizing the Parliamentary modernization plan and identifying specific institutional gaps, the Commission has exceeded expectations. Due at least in part to its sense of ownership, the Commission has obtained the funds for, and hired, fifty additional staff to take on the responsibilities of managing Parliamentary activities and serving as effective counterparts to USAID and other donors.

<b>USAID/Uganda Evaluations, Studies and Assessments Completed in 1997 and 1998</b>		
<b>SO Team</b>	<b>Evaluation/Study/Assessment Title</b>	<b>Date</b>
SO 1: Economic Growth	Final Evaluation of Demobilization and Reintegration Program	July 1998
	Competitiveness Study	January 1998
	Impact Assessment of Microfinance Services in Uganda	January 1998
	Impact Study of USAID/Uganda's assistance to the GOU's Rural Feeder Road Program	January 1998
SO 2: Environment	Aquatics Unlimited, Water Hyacinth Evaluation	Sept/Oct. 1997
	Influence of Community Conservation Programmes on Farmer and Pastoralist Communities, Lake Mbuho National Park	Feb. 1998
	Bwindi Trust Evaluation	Feb/March 1998
	Rwenzori Mountain Development Project Evaluation	April 1998
	Uganda Wildlife Education Center Evaluation	May 1998
	Wildlife Clubs of Uganda Evaluation	August 1998
SO 5: Democracy and Governance	Strategic Management Workshop, Implementing a National Decentralization Program, RTI	Feb. 1998
	Strengthening the Parliament of Uganda Assessment, SUNY	March 1998
SpO: Humanitarian	Northern Uganda Emergency Reconstruction Assessment and Program design	May 1998

**USAID/Uganda  
Evaluations, Studies and Assessments  
Planned for FY 1999**

<b>SO Team</b>	<b>Title or subject</b>	<b>Target Date</b>
SO 1: Economic Growth	FEWS/Uganda Food Commodity Cross-Border Trade Study	10/98 (completed)
	Fertilizer Study, USAID, IDEA activity	11/98 (completed)
	Evaluation of Export Agriculture (IDEA) Activity	February 1999
	Evaluation of Post Harvest Handling Activity	February 1999
	Evaluation of PRESTO Microfinance Activity	February 1999
	Evaluation of assistance to Cooperative Bank (CAAS Activity)	March 1999
	Uganda Vulnerability Assessment, FEWS	March 1999
SO 2: Environment	Final evaluation of International Gorilla Conservation Program, “ Ecotourism Development: Bwindi Impenetrable and Mgahinga Gorilla National Parks”	February 3-22
SO 3: Education	Assessment of Primary Education Sector and USAID	March 1999
	Study: Setting the stage to make decentralization effective	March 1999
SO 4: Health	Evaluation of Pathfinder Activity	January 1999
	Evaluation of Community programs	January 1999
	Analysis of selected Reproductive Health activities	March 1999
SO 5: Democracy	Assessment of the political climate and benchmarks surrounding the referendum process	January 1999